

JPRS 83850

8 July 1983

USSR Report

CONSUMER GOODS AND DOMESTIC TRADE

No. 71

FBIS

FOREIGN BROADCAST INFORMATION SERVICE

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CONSUMER GOODS PRODUCTION AND DISTRIBUTION

MORE ON REPUBLIC PLAN FULFILLMENT FOR 1982

Latvian SSR

Moscow IZVESTIYA in Russian 18 Mar 83 p 1

[Article in the column "Statistical Service of IZVESTIYA": "More Good Commodities"; passages rendered in all capital letters printed in boldface in source]

[Text] Industrial workers of Latvia have increased production of consumer goods. Last year, R90.2 million worth of them were produced above the plan. More above-plan radio receivers, furniture, top quality dishware, leather footwear, knitwear articles, hosiery, various fabrics and children's goods were supplied to the trade.

Since the beginning of 1983, Latvian enterprises have produced above the plan 256,000 m³ of cotton fabrics, R282,000 worth of hosiery, 22,300 radio receivers, R949,000 worth of furniture, R54,000 worth of top quality dishware and R1,125 million worth of knitted underwear and outer wear.

The 2-month plan for the production of consumer goods per ruble of wage fund was overfulfilled.

HIGH INDICATORS IN WORK WERE ACHIEVED BY THE LASSR MINISTRY OF LOCAL INDUSTRY [MINMESTPROM] (MINISTER A. RUBIKS) AND THE LASSR MINISTRY OF THE WOOD PROCESSING INDUSTRY [MINDREVPROM] (MINISTER V. BIRKENFEL'D).

For the current five-year plan the republic has developed a directed integrated program for increasing production and improving quality and variety of consumer goods. Its goal is to satisfy more completely the population's requirements in goods in popular demand. The program includes all enterprises in the republic regardless of their departmental jurisdiction.

However, so far not all possibilities are being used for increasing the output of goods in popular demand, improving their quality and expanding their variety.

THE VARIETY IS BEING RENEWED SLOWLY AND POOR QUALITY GOODS ARE STILL BEING PRODUCED AS BEFORE BY THE RIGA "RIGAS TEKSTILS" WOOL ASSOCIATION (DIRECTOR V. PASHICHEV); THE "PIRMAYS MAYS" FOOTWEAR ASSOCIATION (DIRECTOR I. BENIN); AND THE RIGA "DARBA SPARS" METALWORKING ASSOCIATION (DIRECTOR I. MENSCHIKOV).

This year's plan envisages production below the five-year plan tasks of woolen and linen fabrics, knitted goods and leather footwear. The possibilities of

large heavy industry enterprises are not being used sufficiently. Many of them are manufacturing goods in extremely insufficient volumes. For example, at the Riga Chemical Machine Building Plant [Rigakhim mash], the Ventspils Fan Plant, the Daugavpils Chemical Fiber Association and the microbus plant the output of such goods amounts to only 2 percent of their overall volume of production. At many machine building enterprises in the republic, the volume of consumer goods output in value terms is considerably lower than the annual wage fund. Currently only 20 heavy industry enterprises (one-fourth of all operating in the republic's territory) are producing consumer goods in volumes that are equal to or exceed the wage fund.

The Latvian SSR Council of Ministers has been annually presenting proposals to all-union ministries on increasing production of consumer goods and improving their quality. However, local initiative is not always supported. For example, the Ministry of the Automotive Industry [Minavtoprom], the Ministry of Heavy and Transport Machine Building [Mintyazh mash] and the Ministry of the Electrical Equipment Industry [Minelektrotekh prom] have failed to ensure their enterprises with materials and sets of articles for 1983. Moreover, some ministries and departments are not even planning production of goods, although they do have the capacities. The others are confirming quality plans for enterprises and associations under their jurisdiction that are not only below the task established in the republic but even actually below that which was already achieved. For example, the Ministry of the Petroleum Refining and Petrochemical Industry [Minneftekhimprom] has confirmed for the Latvian "Sarkanays kvadrats" Association the plan for the output of goods of high quality category for 1983 in the amount of 23 percent, although during the past year this association produced 24.9 percent of such goods. This indicator has been planned below that which was achieved last year at the Valmierskiy Glass Fiber Plant, the "Elektra" Fur Factory, the "Elgavmash" Plant and at other enterprises.

Demands for some goods are still not being satisfied completely and, as a rule, there is a shortage of top quality and stylish goods which meet the exacting tastes of the consumers. Trade organizations have failed to purchase R10 million worth of sewn goods for 1983 at the republic garments fair. These goods included individual models of women's winter overcoats and men's woolen suits.

Industrial workers of Latvia have pledged that during the third year of the five-year plan they will energetically increase the output of goods in popular demand, renew their variety and improve their quality. There is every possibility providing that additional raw materials and material resources are allocated, to produce more than R30 million worth of consumer goods above the plan in the republic.

Armenian SSR

Moscow IZVESTIYA in Russian 23 Mar 83 p 1

[Text] The relative share of consumer goods in the overall volume of industrial output produced in the republic in 1982 amounted to 38.1 percent instead of the 37.7 percent planned. This year it is planned to produce 5.8 percent more of such goods. More than 2,000 kinds of goods are produced with a mark of qualit

PRODUCED ABOVE THE PLAN DURING THIS YEAR'S JANUARY-FEBRUARY PERIOD WERE: 33,000 ITEMS OF CHILDREN'S UNDERWEAR; 354,000 ITEMS OF BEDCLOTHES; 87 TONS OF SYNTHETIC DETERGENTS; AND 4.1 MILLION STANDARD CANS OF CANNED MEAT.

The output of elegant footwear of improved design was increased. Remnants of basic production are being used more widely in the production of some consumer goods, such as souvenirs, kitchen implements and unwoven fabrics.

THE YEAR WAS BEGUN SUCCESSFULLY BY THE ARMENIAN SSR MINISTRY OF LIGHT INDUSTRY [MINLEGPROM] (MINISTER A. GEVORKYAN); THE ARMENIAN SSR MINISTRY OF THE FOOD INDUSTRY [MINPISHCHEPROM] (MINISTER A. DANIYELYAN); AND THE ARMENIAN SSR MINISTRY OF THE MEAT AND DAIRY INDUSTRY [MINMYASOMOLPROM] (MINISTER S. VARTANYAN).

At the same time, the republic's industry has failed to supply a considerable quantity of goods in popular demand to the trade. Included among them are table lamps, enamel and glazed porcelan dishware, toilet soap and paper napkins.

Owing to poor quality, the goods of some enterprises evoke justified criticism of the population and trade organizations.

The January-February plans were not fulfilled by the Charentsavanskaya Sewing Factory (director V. Grigoryan); the Yerevanskiy Metalware Plant (director A. Minasyan); and the Kirovakanskoye Knitwear Association (general director D. Gukasyan).

Many large enterprises are still not showing proper activity in adjusting production of commodities for the population. Not a single article is produced by the Kirovakanskiy Chemical Plant (director M. Tumanyan) and the Idzhevanskiy "Bentonit" Combine (director S. Kazaryan). Less cultural, personal and household goods are produced than planned by the Yerevanskoye Machine Tool-Building Production Association (general director A. Sarkisyan), the Leninakanskiy Household Electrical Appliances Plant (director R. Sarkisyan) and the Yerevanskoye Production Association for the Output of Machining Attachments (director P. Agasaryan).

A. Pyatkova, chief of the Light and Food Industry Department of the Armenian Communist Party Central Committee, comments as follows:

The Armenian Communist Party Central Committee is adopting measures aimed at increasing production of commodities for the people. Special attention is devoted to expanding the network of affiliates of industrial enterprises of the Ministry of Light Industry in small cities, rayon capitals and villages in the republic. There are now 87 such affiliates in operation in Armenia, which will produce nearly one-fourth of production of the Ministry of Light Industry this year. Home labor of women, pensioners and war and labor invalids will be used more fully. According to a decision of the Armenian Communist Party Central Committee, the republic is organizing permanent consumer goods exhibitions where working reviews of new samples are conducted.

The use of secondary products from processing edible raw materials is a great reserve for increasing production of commodities for the people. For example,

the Ministry of the Meat and Dairy Industry increased production of products from such raw materials 15-fold during the past 3 years. However, other ministries and particularly the Ministry of the Food Industry have failed to show proper activity in this. Local resources are still being used insufficiently in production of consumer goods and the level of mechanization in the food sectors is low. After expanding a broad network of affiliates in small cities and villages, the ministries have failed in training skilled personnel who would ensure high quality of the goods being produced.

The initiative of leading collectives will promote successful fulfillment of the outlined program. There is a useful experience at the Ministry of Light Industry whose enterprises are expanding a movement under the motto "Through the brigade form to high labor discipline and excellent quality of production."

Lithuanian SSR

Moscow IZVESTIYA in Russian 1 Apr 83 p 1

[Text] PRODUCTION OF GOODS IN INCREASED DEMAND, PARTICULARLY OF CHILDREN'S COTTON TIGHTS, TERRY TOWELS, BEDCLOTHES AND WINTERIZED SPORTS JACKETS HAS NOTICEABLY INCREASED IN THE REPUBLIC SINCE THE BEGINNING OF THE YEAR. IN 1983, WORKERS IN THE REPUBLIC HAVE PLEDGED TO PRODUCE AT LEAST R30 MILLION WORTH OF GOODS ABOVE THE PLAN. PRODUCED DURING THE JANUARY-FEBRUARY PERIOD WERE: 127,000 PAIRS OF COTTON STOCKINGS, SOCKS AND CHILDREN'S TIGHTS; 33,000 ITEMS OF KNITTED UNDERWEAR; 126,000 m³ OF VARIOUS FABRICS; R1.5 MILLION WORTH OF FURNITURE; AND 1.5 MILLION CANS OF VARIOUS CANNED GOODS.

Almost one-fourth of cultural, personal and household goods produced in Lithuania are produced by large machine building and metalworking enterprises. Remnants of basic production are basically used as raw materials in producing them. Annually, 10-15 new articles are developed here. This year the "El'fa" Electrical Engineering Plant will begin production of stereophonic headphones, the "Neris" Plant has already provided consumers with convenient household racks and the "Sigma" Calculator Association with a "Hockey" electronic attraction. Portable and reasonably priced fodder shredders and steamers will be of great help to private subsidiary farms.

According to information received from the republic statistical administration, out of the overall number of articles subject to certification, 41.9 percent are produced with a mark of quality. Nevertheless, goods which do not meet standard requirements get into the trade network. Rejected last year and during the January-February period this year for this reason were more than 9,000 magnetic tape recorders, most of which were of the "Vil'ma" brand; nearly 2,000 refrigerators of the "Snayge" brand; 1,600 bicycles for teenagers produced by the "Vayras" plant; and more than 15,000 television sets, including a great number of "Shilyalis" portable television sets.

Much criticism is directed at the Kaunasskaya "Raudonisis Spalis" Factory (director A. Songala). The demand for products of the Lentvarskaya Carpet Factory (director V. Patsyavichus) and for rubber footwear of the Kaunasskiy "Inkaras" Plant (director A. Bendarytis) has declined.

Among those lagging are also the Kaunasskiy Radio Plant, the Vil'nyusskiy "El'fa" Electrical Engineering Plant and the Kaunasskiy Rayon Fiber Plant imeni Pyatidesyatletiya Oktyabrya. They were let down by their partners--the "Positron" of Leningrad and the Roshal'skiy Chemical Combine in Moscow Oblast, which failed to meet their contractual obligations.

A. DROBNIS, DEPUTY CHAIRMAN OF THE LITHUANIAN SSR COUNCIL OF MINISTERS AND CHAIRMAN OF THE STATE PLANNING COMMITTEE OF THE REPUBLIC, COMMENTS AS FOLLOWS:

The republic is adopting measures aimed at increasing the output, expanding the variety and improving the quality of consumer goods. Let us say that as of last year more than 600 latest highly productive machine units and machine tools were put into operation in the light industry alone. Modernization of one stocking factory is underway and the capacities of knitwear enterprises are being expanded. The number of specialized shops and sectors at machine building and metal working plants is being increased.

With the goal of reducing importation from other republics, the Lithuanian SSR Council of Ministers adopted a resolution a few days ago which makes it incumbent upon the Ministry of Local Industry [Minmesteprom] to master production of some goods, particularly of bread baskets, cans for granular products, tableware and clothes hampers and also to increase the output of kitchen implements, children's toys and household articles.

At the same time, it must be noted that possibilities at heavy industry plants have not been fully utilized: eight enterprises are in debt. Produced less than planned for this reason were cooperage goods, television antennas and kitchen implements. Without coordinating it with the Council of Ministers, sectorial ministries have been quite often correcting, of course, toward reducing the consumer goods production task. Therefore, there is nothing surprising in the fact that at some enterprises of the Ministry of Machine Tool and Tool Building Industry [Minstankoprom], the Ministry of the Automotive Industry [Minavtoprom] and some others the share of consumer goods in the overall volume of production amounts to only 1-2 percent.

The republic has set the task: to increase the output of goods for the people by 21 percent by the end of the current five-year plan. Development of the initiative of a group of deputies of the USSR Supreme Soviet, who appealed for improving production and raising quality of consumer goods (IZVESTIYA No 78/79), will promote its successful fulfillment. This initiative is broadly supported in labor collectives of Lithuania.

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CSO: 1827/214

CONSUMER GOODS PRODUCTION AND DISTRIBUTION

GUM OFFICIAL ON IMPROVING CONSUMFR GOODS, SERVICES

Moscow PARTIYNAYA ZHIZN' in Russian No 7, Apr 83 pp 48-52

[Article by Z. Borisova, secretary of GUM party committee: "Collaboration of Trade and Industry Workers"]

[Excerpts] The problems of the study and satisfaction of consumer demand, which have recently been discussed so much in the periodic press and about which they speak at various seminars, symposia, and scientific-practical conferences, are now at the center of attention of the GUM party organization and labor collective. The party committee and the management see the ways for their solution in the establishment of strong business contacts with industrial associations and enterprises. "To raise the role," it is written in the Basic Directions for the Economic and Social Development of the USSR, "of the economic agreement in working out plans for production and the sale of consumer goods." This direction is regarded as of paramount importance in the activity of the management and the party organization. We will say more: GUM's direct ties with industrial associations and enterprises are being built on a qualitatively new basis. And here, most likely, it is appropriate to tell about the initiative which was generated in GUM and which has received broad dissemination in the capital's trade organizations.

At the beginning of the current five-year plan, socialist competition in trade-industrial collaboration was initiated on the recommendation of the communists of the footwear, ready-made clothes, and knitted-goods departments. What is its essence? First of all, the strengthening of direct ties with industrial associations and enterprises, their orientation on the production of commodities which enjoy the greatest demand, the more flexible response to the change in the market conditions of our market, and the best satisfaction of the consumers' demands. At the basis of the movement lies the idea whose main content is to trade in a cultured manner and to serve the Soviet people in a cultured manner. The means for attaining the assigned goal is always to have on the counters a sufficient quantity of quality goods so that the visitors could quickly make the necessary purchases and so that they leave the store in a good mood and with the desire to visit us again.

It goes without saying that it is not a simple task. We are striving to accomplish it through the joint efforts of the administration and party, trade union, and Komsomol organizations. The initiative was approved and recommended for broad dissemination by the Main Trade Administration of the Moscow gorispolkom, the gorkom of the branch trade union, and the Moscow Soviet.

The work began with the strengthening of business contacts with the administrative leadership and party organizations of the enterprises which produce consumer goods. On the initiative of the GUMites, meetings of the administration and party committees were conducted with the "Burevestnik" footwear production association, with the "Salyut" and "Vympel" sewing associations, and with a number of knitting associations and enterprises. At these meetings, in which representatives of related industries took part, a businesslike and principled discussion took place on what should be done to satisfy the public's demand more completely. Here, as a rule, many problems were solved in an effective manner which formerly required long correspondence and the settlement of various types of mutual claims.

GUM and the "Burevestnik" footwear production association, let us say, have long business ties but in recent years they have become clouded many times. "Burevestnik" has not always clearly accomplished contracted deliveries, reacted poorly to a change in demand, and frequently delivered defective goods. Penalty sanctions have been employed against the unconscientious supplier. This "worked" for the worse. The administrative leaders of the association tried in every way to decline deliveries of their products to the department store. In general, narrow departmental interests prevailed.

It was then that they decided to speak seriously about everything at the session of the party committees of GUM and "Burevestnik." We admit that a conversation did not occur at once and not all our claims were accepted without demur. At the same time, we gradually found a common language and understanding of the problem. The members of the party committees sat down at the same table three times. As a result, our actions were clearly defined. Meetings of communists and general meetings took place in the collectives. It was namely here that specific measures were worked out which were directed toward the introduction of new types of footwear into production, the improvement of their quality, the study of consumer demand, and the improvement of advertising. At the same time, our supplier increased responsibility of allied enterprises for the supply of raw materials, other materials, and accessories.

Unquestionably, "Burevestnik" did important work on renovating the variety and organizing the output of new types of footwear. Its modellers and technologists are now frequent guests in the salesrooms of the department store and take part in the conduct of "quality days," exhibits, and expanded sales of footwear.

On one of the sessions of the party committees which took place last year, it was noted that thanks to the persistent work of the two party committees and the communists, all points of the joint plan had been successfully accomplished. Now the association's footwear enjoys great demand and does not lie for a long time on the counters. Or another example.

The communists of the department of recreation articles were concerned by the question of quality of home radios. In fact, there were many customer complaints about the production. Instead of servicing the customers, the salespeople spent much time on the collection, drawing up the papers, and sending to the manufacturers sets which did not last for the guaranteed periods of operation.

The department management and party organization conducted a meeting in which representatives of the Berdskiy and Rizhskiy radio plants and the "Radiotekhnika" [Radio Engineering] association as well as the Novosibirsk plant for radio parts

participated. Here the claims which the customers are making against the products of the named enterprises and associations were stated. The valid remarks were heard with great attention. It was learned that the suppliers have difficulties of a production nature and with which, as they say, they cannot cope independently. Then the activists of the department turned with an open letter to the corresponding ministries with the request that they adopt measures to raise the quality of household articles produced by the enterprises and associations within their jurisdiction. The letter was not ignored. The products of these ministries improved significantly. The percentage of rejected complex radio-engineering equipment was reduced 1.5-fold while the return of articles from the purchasers was cut in half.

Such meetings with the participation of representatives of suppliers are conducted regularly by the departments of haberdashery, sporting goods, fabrics, furs, head-gear, and others. And this is providing favorable results. It should also be said that after each meeting the party committee and party bureau work out specific plans for the realization of the measures which have been outlined, the accomplishment of which is under the daily monitoring of the party organizations and communists.

The Komsomol organization is conducting important work in GUM. The GUM Komsomol committee and the committees of shop organizations have concluded more than 40 agreements of collaboration with Komsomol committees of industrial enterprises and have created brigades of excellent quality. "Quality Posts" have been organized in all Komsomol-youth sections of the department store. The GUM Komsomols often visit the associations and enterprises of industry. The party committee supports such meetings in every possible way. In order to offer a commodity to a customer in a qualified manner, the salesperson should have a good understanding of its consumer properties and know the manufacturing technology. In turn, the Komsomols of the production associations and enterprises work shoulder to shoulder with the workers of the department store in the salesroom.

Altogether, more than 2,500 measures have been conducted within the framework of the initiative in GUM. They are sales exhibits, consumer conferences, and meetings with supplier representatives. One hundred thirteen agreements of collaboration have been concluded. Last year, 500 articles with the State Mark of Quality and more than 3,000 new commodities were received. It is important that related enterprises also be drawn into the orbit of collaboration. This helps to establish the reliable monitoring of the entire process for the production of commodities and bringing them to the consumer. Such, for example, is the agreement for the delivery of ladies coats by the "Vympal," imeni "Balakirev, and "Trud" associations, the "Krasnaya Rossa" combine, and the factory imeni Petr Alekseyev.

The competition for trade-industrial collaboration is developing with the active support of the Moscow City Committee of the CPSU and the Leninskiy rayon party committee of Moscow. Recently, the bureau of the raykom discussed the report of the party committee on the work of the department store's party organization on intensifying the influence on industry's enterprises. The examination of this question in the raykom worked only in favor of the matter and contributed to making the competition more active.

Despite what has been done, we still have many difficulties. First of all, far from all suppliers are striving for close collaboration. For some administrative leaders

of associations and enterprises reason as follows: why should I burden myself with additional concerns by signing agreements of cooperation and participating in meetings? For no one is held responsible for refusing this. This is how it was with the leaders of the "Salyut" sewing association. And then the personnel of the party organization of the Moscow knitting association, visiting us, forgot that they should check the accomplishment of the decisions which had been adopted. Some comrades justify their passive position by various objective reasons, accusing related facilities of many sins. Well, in some things they are probably correct. But co-operation is directed toward the improvement of the matter.

The tasks which the communists of the department store are accomplishing are constantly becoming more difficult. Therefore, in its practical activity the party committee, which consists of 35 communists, is striving to rely on the shop party organizations, party groups, trade union and Komsomol organizations, and the labor collective.

In implementing the decisions of the November (1982) plenum of the CPSU Central Committee, the GUM party organization is directing the efforts of the communists and of all personnel toward raising the level of servicing the population, which is providing favorable results. In the GUM collective, performance and labor discipline has improved recently. During the last three months alone, more than 2,000 thanks from customers have been received which were addressed to the GUM personnel as were about 100 suggestions and desires directed toward improving the quality of serving the public. The number of remarks on rudeness and the tactless behavior of salespeople was reduced. This is a unique indicator in the evaluation of our work and, first of all, indoctrinational work. Communists L. Trofimova, G. Usacheva, Ye. Mikhaylova, and many, many others played their leading role here. By their organization and personal example they are creating an atmosphere of mutual demandingness and responsibility in the labor collectives.

The customer's psychology is complex. It is not for nothing that they say that he is always right. But let us be frank--many customers wait until imported articles appear for sale, frequently ignoring the quality, stylish goods manufactured by our industry. And here, much depends on the personnel of the commercial service and on their initiative, creative attitude toward the matter.

In connection with the difficulties which have arisen in the accomplishment of the plans, the commission of the party committee took over the monitoring of the activity of the commercial services of the commodity departments. Sessions of the party committee were convened on the results of the checks which it conducted jointly with the leading group for people's control. On them, it was noted that the activity of the goods managers was not distinguished by the necessary enterprise, a creative approach to the matter, and the ability to react effectively to demand and, at the same time, to influence its formation. Members of the party commission also expressed the opinion that it is necessary not only to inform the customers about goods which are for sale, but also to propagandize actively their consumer properties and to seek new forms for clear and convincing advertising. The members of the commission introduced many sensible suggestions on improving trade equipment, on the more convenient arrangement of the goods, and on the introduction of progressive forms for serving Soviet customers.

Let us take, for example, the conversion of GUM sections to self-service. This is not a simple problem. Even the nonspecialist understands that much sharpness and technical inventiveness are required to adapt the small rooms of the department store, which are more like isolation cubicles, for trade using progressive methods. Nevertheless, persistence in the solution of this problem and the creative quest of the specialists permitted introducing self-service in 51 GUM sections, not even mentioning seven of its branches. Now 56 percent of the goods are sold by the self-service method. The experience which has been amassed was widely used in GUM branches--the "Praga" and "Molodezhnyy" stores.

The communists of the department store realize that the formation of consumer demand depends to a great extent on the high level of service. In this regard important work is to be done by the party committee and party organization. The fact is that we have not yet overcome instances of the violation of labor discipline and the rules of Soviet trade, and there are cases of a callous attitude toward the requests of customers and inattention toward them. Therefore, at its sessions the party committee examined many times the question of the selection, assignment, and indoctrination of the personnel. We are adopting measures so that politically mature specialists who enjoy respect in the collective are advanced to responsible work and that honest, conscientious personnel with initiative are advanced to the decisive sectors, which the sales rooms are. The practice has been formed in GUM where experienced workers who have gone through the good school of labor indoctrination and civic maturity are appointed to the posts of managers of the intermediate element--chiefs of sections, warehouses, and their deputies.

The main figure in trade is the salesperson. More than 5,000 of them are working in GUM. Each of them has his own character and own habits. Nevertheless, the ability to serve the customer tactfully and in a cultured manner is the primary obligation of the salesperson, and I am convinced that to a great extent this depends on his personal qualities and concern and not on an ostentatious attitude toward the visitor. Falseness, red tape, and formalism when serving people are intolerable in a Soviet trade institution. It is namely in this plane that the party organization strives to indoctrinate the trade personnel. Here, we are posing the problem much more broadly so that low-quality goods which have been made with defects do not reach the counters.

Ideological and political-indoctrinal work and improvement of the entire system for the quality control of labor are directed toward one goal--toward raising the style of serving the customers to a new quality level and ensuring the accomplishment of the tasks facing the collective by ability and not by numbers.

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CSO: 1827/220

CONSUMER GOODS PRODUCTION AND DISTRIBUTION

OVERVIEW OF SYNTHETIC FABRIC INDUSTRY GIVEN

Moscow EKONOMICHESKAYA GAZETA in Russian No 17, Apr 83 p 2

[Review of scientific-technical developments prepared by the chemistry department of the USSR State Committee for Science and Technology: "Superstrong Fibers"]

[Text] In our time you probably cannot find a single branch of physical production in which polymers and products based on them are not used. They have also taken a notable place in the household.

One of the goals set by the 26th party congress in the field of chemistry and petrochemistry consists of developing the production of high-quality polymers with given technical characteristics.

Being Created and Put Into Production

The efforts of many scientific research and project planning and design institutes, industrial enterprises and associations of several ministries and departments are now concentrated on carrying out the comprehensive target program entitled "Creating and Putting Into Production Synthetic Stranded and Film Threads and Monofilaments With 1.5-2-Fold Greater Strength and a 2-3-Fold Greater Initial Modulus Than Existing Ones on the Basis of Fundamentally New Methods of Processing Flexible-Chain Polymers." The leading organizations include the All-Union Scientific Research Institute for Synthetic Fibers of Minkhimprom [Ministry of Chemical Industry], the Institute of High Polymers of the USSR Academy of Sciences, the Scientific Research of Physical Chemistry imeni L. Ya. Karpov, and Moscow State University imeni M. V. Lomonosov.

In the initial stage detailed studies were made of changes in the structure of filaments in all stages: from the spinning of the melt to the drawing and thermosetting. An analysis revealed structural transformations of the filament as it was being created, transformations representing the main potential for increasing the strength. As a consequence it became possible to find ways of solving this problem that were applicable to industrial conditions.

On the basis of an interrelated set of R&D projects the scientific foundations were laid and an original new principle was defined for strengthening fibers. This resulted in the development of manufacturing processes and a set of

equipment for industrial production of film fibers from polypropylene, monofilaments from polypropylene and polyamides, as well as stranded polyamide threads.

Introduction of synthetic fibers such as these offers a sizable economic benefit thanks to a substantial increase in the performance characteristics and a reduction in the materials intensiveness, while at the same time the strength characteristics were preserved in the products--tire, industrial rubber, netting, products for the paper and food industries, twine and rope, and container and packaging materials. In addition it will make it possible in future to completely eliminate natural fibers from the industrial sphere and to assign the resources made available to the production of goods for the population.

The program calls for putting five new types of equipment and three manufacturing processes into production. All of its assignments are included in the 5-year and annual plans of the organizations carrying out the program.

Under the comprehensive target program industrial production of high-strength film filaments is being organized in the current 5-year period for hay-baling twine and bagging. About 40,000 tons of raw material for viscose and high-modulus viscose fibers identical to linen and cotton will be made available thereby. It will be possible to switch from bagging to consumer goods 22 million square meters of linen and cotton fabrics in the 11th Five-Year Plan and about 100 million in the 12th.

In 1982 the Balakovo association "Khimvolokno" and the Rustavi Chemical Fiber Plant will begin production of this hay-baling twine. During the current year they will be joined by the Kamensk-Shakhtinsky Synthetic Fiber Plant. The new process for producing the twine from polypropylene makes it possible to use a thinner twine for the same purposes. Twine consumption is reduced between two-thirds and one-half compared to the twine previously manufactured. The economic benefit amounts to approximately 800 rubles per ton of the product.

The Kalinin, Barnaul and Mogilev associations are using the new process to produce polypropylene film fiber for bagging. During the 5-year period their output will replace 7,500 tons of cotton, linen, and jute which can be used for technical purposes.

Capacities for the production of 4,000 tons of polyamide monofilament will soon go into operation at the Zhitomir Chemical Fiber Plant. The characteristics of the new product have already been tested.

What the Tests Have Shown

Fishermen tested trawl nets made from monofilament produced by the new process under actual fishing conditions. The tests showed that they had a 10-percent lower hydrodynamic resistance, which makes it possible to save about 10 percent of the fuel or to increase trawling speed. An experiment was set up at the same time with synthetic bag nets. Just like the trawl nets, they

have already served twice as long in fishing operations as the standard bag nets, and they are still in working condition.

Nor is it unimportant that because of the lower water absorption the experimental trawl nets and bag nets weigh less when wet. The strength of the monofilament rope is 10-20 percent greater than that of complex threads of the same linear density.

The innovation has great importance for the trucking industry. It is testing tires in which the reinforced fabrics were based on kapron monofilament.

Cord fabrics have been traditionally manufactured from stranded threads, each of which consists of 100 or more very thin separate fibers twisted together. During performance of the program new prospects have been outlined which promise a sizable benefit to the chemical fiber industry itself.

The advent of high-strength kapron monofilaments equal in diameter to stranded thread has suggested a bold thought: to replace at least partially the ordinary cord fabric in tire building with a material made of monofilament. This would make it possible to eliminate the laborious twisting operation and to do without an expensive stock of twisting machines. In the opinion of specialists, approximately 450 men can realistically be eliminated per 10,000 tons of output, and labor productivity in the principal production operation can be raised 1-9-fold.

The collective of the Yaroslavl Tire Plant, the country's oldest, has taken the initiative in using the new cord fabric in tires of various types. A sizable lot of several versions of experimental tires for automobiles and trucks of various makes has been manufactured. Their road tests are very encouraging. The tires in which monocord has been used, according to the data of the Yaroslavl people, are equal to those being regularly manufactured, and their durability is even 2-9 percent greater.

It is important that USSR Minneftekhimprom [Ministry of Petroleum Refining and Petrochemical Industry] is now actively supporting the innovative exploration of Yaroslavl tire builders and has taken the necessary steps to conduct large-scale tests.

All of this makes it possible to draw conclusions about the effectiveness of the innovations being introduced under the program both by consumers and also manufacturers.

In a Broad Assortment

A scientific-technical program entitled "Creating and Putting Into Production Highly Productive New Manufacturing Processes and Equipment for Production of Chemical Fibers and Nonwoven Fiber Materials in a Broad Assortment" is closely bound up to the comprehensive target program already mentioned. More than some 20 scientific research institutes, design bureaus, associations and enterprises are taking part in carrying it out. There are seven new manufacturing processes being developed, along with highly productive equipment and also

new materials: specifically a high-modulus curly viscose fiber similar to cotton, synthetic cord to replace metal cord in tires, and nonwoven coatings for road construction.

On the basis of R&D work done by VNIIIVproyekt [not further identified] of Minkhimprom, VNILTEKmash [All-Union Scientific Research Laboratory for Textile Machinery] of Minlegpishchemash [Ministry of Machinebuilding for Light and Food Industry and Household Appliances] and TsNIKhBI [Central Scientific Research Institute of the Cotton Industry] of USSR Minlegprom [Ministry of Light Industry], production of high-modulus viscose fiber (VVM) on units with a capacity of about 25 tons a day began in Krasnoyarskiy Kray at the beginning of the 5-year period. In the 2 years light industry has been delivered about 30,000 tons of this cotton substitute. In the assessment of specialists, fabrics and knitted articles to which between 33 and 56 percent VVM fiber has been added meet the characteristics of cotton fabrics.

In collaboration with Czechoslovak organizations a unit is now being created with a capacity of 40-50 tons per day. Its use will make it possible to raise labor productivity 20 percent and to reduce the specific input of electric power 14 percent. The level of regeneration is increasing, and the volume of emissions into the atmosphere is decreasing. The production of VVM fiber will begin to be furnished those machines in the 12th Five-Year Plan.

When the Krasnoyarsk Chemical Fiber Plant undergoes reconstruction, Soviet-made machines for continuous production of viscose thread will be installed. Removal of the bales has been automated, and their weight has increased. This will make it possible to raise labor productivity 10 percent and to reduce heat consumption 18 percent.

Under the program a unit is being created to manufacture polyester fiber with an output of 40 tons per day. Performance of this assignment will help to increase capacities for production of consumer goods during the current 5-year period.

The program contains a commitment to develop Soviet-made technology for producing hollow fibers with selectively permeable walls.

This is one of the types of semipermeable membranes necessary to separate solutions, colloid systems and gas mixtures. The hollow fibers can be used effectively to purify water. Using them to create a regulated gas medium opens up new ways of introducing progressive methods of storing agricultural products.

In accordance with the program the technology for production of high-strength high-modulus synthetic cord on the basis of aromatic polyamides will become widespread in the tire industry. Tires and industrial rubber goods reinforced with it possess greater flexibility than metal cord (metallocord) and are not subject to corrosion.

The manufacturing process being worked out under the program for manufacturing nonwoven material for road paving by the method of aerodynamic shaping from a

melt of secondary polymers promises a significant benefit. This is one more method of utilizing scrap and waste in the chemical fiber industry. During the current 5-year period there are plans to set up a production operation of that kind at the Kemerovo Chemical Fiber Plant. Use of fibrous materials in laying roads in the oil fields, for example, as at deposits in West Siberia, will reduce the cost of construction and greatly reduce construction time. Labor inputs are thereby reduced from 790 to 50 man-days per kilometer of the route.

The manufacturing of nonwoven fabric is also very beneficial to the manufacturers themselves. It eliminates such laborious and low-output production operations as drawing, goffering (gofrirovaniye), curing and chopping of the fiber and preparation of the fibrous raw material. The forming operation is combined with the making of the cloth. At the Kemerovo Chemical Fiber Plant an experimental model of the APO-1-1000 unit has been tested; it was created by the Chernigovsk All-Union Scientific Research Institute of Machines for Production of Synthetic Fibers on order from "Giprotyumen'nefteprom." The working documentation for series-produced units is being completed on the basis of the results of tests of the experimental model. The prototype is to be manufactured by the Leningrad Machinebuilding Association imeni K. Marks this year.

We should note that the deadlines for completion of individual assignments of the programs have been extended somewhat. For instance, tests on the experimental-pilot unit with an output of 40 tons of VVM fiber per day, which were run in 1981, revealed a number of serious defects in the design of the forming assembly. The fiber did not meet the design characteristics. The finishing work is still being done in the Scientific-Production Association "Khimvolokno" (director V. Matveyev), though the experimental run should already have been produced.

Minkhimprom (deputy minister V. Smirnov) has held up installation of the pilot unit with an output of 40 tons of polyester fiber per day. So far the questions of where the equipment is to be located and putting together everything required have not been settled.

Minlegpishchemash (deputy minister G. Kurganov) did not fulfill its obligations on time to the Krasnoyarsk Chemical Fiber Plant in that it did not manufacture on time the prototype of the PNSh-I4 machine.

It is disturbing that a number of stages in the comprehensive target program were not completed on time. Some of the innovations have not gone into production, remaining in the stage of experiments and tests. The All-Union Production Association "Soyuzkhimvolokno" (chief V. Semenov) and VNIISV [All-Union Scientific Research Institute of Fiberglass] (director B. Khor'kov) needs to exert a more vigorous and persistent influence so that the planned deadlines are met for putting the new pieces of equipment and units into production.

Development of the chemical fiber industry in our country is directly bound up in the present stage with introduction of the advances of science and technology envisaged by the programs. Their fulfillment will have a beneficial effect toward improving the raw materials base for production of goods for everyday and technical purposes.

CONSUMER GOODS PRODUCTION AND DISTRIBUTION

PUNISHMENTS FOR 'USURPERS' WHO ENSURE LOW-QUALITY MERCANDISE DISCUSSED

Moscow PRAVDA in Russian 25 Feb 83 p 3

[Article by I. Sadikov, chief of the law department and arbitration commission of RSFSR Ministry of Trade: "Why Poor Workmanship Does Not Cause Embarrassment"]

[Text] Last summer the Pyatigorsk depot of Rostorgodezhda [republic office of wholesale clothing trade of RSFSR Ministry of Trade] filed with RSFSR State Arbitration Commission a claim against the Armavir Garment Production Association "Kuban'" for delivery of below-standard products. All 177 women's winter coats arriving at the depot from the association proved to be unsuitable and contained flagrant production defects. The arbitration commission found against "Kuban'" and returned to the depot the value of the coats--about 35,000 rubles, and in addition, in view of the scale of the bad workmanship, imposed a penalty on the manufacturer of more than 8,000 rubles.

Unfortunately, the event was not out of the common run. At the very same time that same Russian arbitration commission happened to examine a suit from Novorossiysk against the Nazranovskiy Knitwear Factory in Chechen-Ingush ASSR. The factory had delivered more than 20,000 jerseys and other everyday articles, and once again they were all rejected, an amount running to more than 32,000 rubles. As in the first case, the representative of the enterprise admitted without argument that the entire lot was defective. In other words, the manufacturers were aware at the time that they were shipping unsuitable products, and still they packaged them, loaded them and sent them.... Why? What did they expect? The consignees to overlook them? An indifferent attitude on the part of shoppers?

There are shoddy manufacturers who regularly manufacture low-quality goods and deliver them to the trade network. Perhaps the Magnitogorsk Footwear Factory, for example, can rightly be assigned to this category. In 1981 and the first half of 1982 organizations in the trade sector filed 80 suits against it, seeking more than 100,000 rubles for goods below standard. Yet in actuality the factory's losses are still greater, since it was forced to settle many claims without involvement of the arbitration commission.

Of course, most enterprises more than satisfy consumers with the high quality of their workmanship. The children's clothing bearing the label of the

Dmitrov Association "Yunost," for example, is beautiful and varied, the fabrics from the Kostroma Linen Combine imeni Zvorykin and the Kupavinskiy Light-weight Fabrics Factory imeni Akimov are gaining a wide reputation. All eight models of the "Biryus" refrigerator, the "Malyutka" washing machine manufactured by "Uralmash,"... have been operating without defect.

Who would dare to say that any sort of special conditions have been created for these enterprises? Yet why is it that in a number of other production collectives it is considered permissible to push rejects through? In RSFSR alone the authorities of the state inspectorate for quality, which have conducted large-scale inspections of large lots of goods, last year rejected between 10 and 30 percent of the footwear, sewn garments, refrigerators, washing machines and radio and TV equipment. This still does not include quite a few goods rejected by enterprises in the trade sector or returned by customers before the end of the warranty period. Over the last 1.5 years organizations in the trade sector of Leningrad alone needed more than 60,000 freight cars, containers and shipments to return rejected products to the suppliers.

In the past year such extreme measures as introduction of a special procedure for acceptance of products or even complete suspension of acceptance were imposed on 2,300 enterprises which had manufactured unsuitable products. Alas, the number of such enterprises is not decreasing, but growing: just 10 years ago there were no more than 1,000 of them.

Against this background one is surprised at the attitude of outright indifference toward the problems of quality which has been formed in certain ministries. Not so long ago the RSFSR State Arbitration Commission summarized material on the manufacture of low-quality products by a number of enterprises of RSFSR Minpishcheprom [Ministry of Food Industry] and sent them to the ministry. In the headquarters of the sector they reacted to the communication within the 2-week period. But how! In the most bureaucratic way. They copied it down word for word from beginning to end, sent it out under their own name to subordinate enterprises and ... they passed on to them the request of the State Arbitration Commission that measures be taken to prevent rejects. A mere papering over of the problem rather than specific measures.

Sometimes the shoddy manufacturers include even collectives which have won very honorable places in socialist competition. The point is that the volume of output at large and even medium-size enterprises is so large that the economic penalties against them for low-quality products have a negligible effect on their indicators. It is becoming obvious that a new assessment needs to be made of the effectiveness of certain incentives to encourage high product quality, to be concerned about the greater influence of trade and customers themselves on those who manufacture these products.

Take, for example, such a characteristic of products as the warranty period. The amount of repairs done on household equipment under warranty exceeds 100 million rubles per year. PRAVDA has already written about this that the value of these repairs is included in the retail price and is, then, paid for by the customer, for which there is no legal base whatsoever. But there is also another side to the matter: since the enterprise manufacturing losses because

of repairs made under warranty does not as a rule suffer those losses, the fate of the "guaranteed" product has no effect on it.

More and more goods awarded the state Quality Emblem are arriving at trade depots and stores. Why is it that the length of a product's warranty period and the procedure for exchange if it should fail are at present the same for these products as for products which do not possess the Quality Emblem. This is hardly justified. Honor reinforced by financial liabilities would motivate production workers to be more concerned about the prestige of the distinguishing mark.

Yet another benefit for manufacturing enterprises which has essentially legitimized the partial output of rejects is contained in standards and technical specifications on household appliances. For instance, the GOST [state standard] on No 10280-75 vacuum cleaners calls for a "0.9 probability of operation without defect." In other words, 10 out of every 100 vacuum cleaners may prove to be unsuitable. The same document specifies a "confident probability of defect--0.8"--it allows twice as large a proportion of rejects. There still exist such terms as "allowable defects during the warranty period," "the manufacturer's risk," the "consumer's risk."...

USSR Gosstandart [State Committee for Standards] should have its say here in order to preclude differing interpretation of technical specifications, which sometimes makes it possible to justify rejects.

Of course, certain penalties are being evoked against enterprises manufacturing unsuitable products. Last year alone the authorities of the State Inspectorate for Quality withheld from them nearly 900 million rubles--the value of finished products rejected in wholesale prices. This amount was omitted from reports on plan fulfillment, and the sum of profit credited on it was also taken away. The penalties collected from shoddy manufacturers by organizations in the RSFSR trade sector amounted to about 100 million rubles. Moreover, since the penalty is collected in the proportion of 20 percent of the product's value, this means that the total value of rejects which manufacturers sent to depots and stores in the republic amounted to about 500 million rubles....

But the trouble is that not uncommonly trade organizations, not wishing to "spoil relations" with suppliers, refuse to collect the penalties, contenting themselves with replacement of the rejected products. How is one to account for this pacific attitude? Since 1976 penalties received from enterprises on the initiative of USSR Ministry of Finance were entirely confiscated from organizations in the trade sector. It turns out that squabbling with suppliers hurts them, as the saying goes, more than it does the suppliers. Yet the state is losing quite a bit in the meantime because shoddy manufacturers are going unpunished. This practice needs to be reassessed: some part of the total amount of the penalties imposed should be left at the disposition of enterprises in the trade sector.

The size of the penalty for low quality of goods for children has been fixed at the same level as for other rejects. But after all our children's goods

are far more inexpensive. How effective is the punishment? It would seem that this penalty needs to be raised 1.5- or 2-fold, as has been done with goods bearing the Quality Emblem.

It is probably necessary to strengthen in general the accountability of specific individuals for the manufacture of unsuitable products. After all, whereas jaywalking or an infraction of fire regulations makes us subject to a fine, passing rejects, the consequences of which are equally baneful, is made up for as a rule only by juridical persons--that is, by state enterprises. Yet those actually to blame might at the same time even receive bonuses as ... winners in socialist competition. Why not extend to persons in supervisory positions who are at fault for the manufacture of unsuitable products the correctional measure envisaged for padding and distorting reports--loss of all types of bonuses for a period up to 1 year?

To be sure, criminal liability is envisaged for especially persistent shoddy manufacturers, but it is invoked with extreme rarity. It is sufficient to say that in the last 3 years authorities of the RSFSR State Inspectorate have turned over to law enforcement agencies about 1,200 cases of this kind, and only a few offenders were turned over to the court.

The scale of our national economy is huge. Given that situation, quality is one of the most important criteria of efficiency: without high quality the economy cannot be economical. That is why it is important that all financial and nonfinancial incentives, just like legal norms, safeguard here the interests of the state, the collective and the interests of every worker.

7045

CSO: 1827/198

CONSUMER GOODS PRODUCTION AND DISTRIBUTION

'OUTRAGEOUS' BAZAAR PRICES MUST BE LOWERED

[Editorial Report] Tbilisi KOMUNISTI in Georgian on 17 March 1983 page 3 carries an 1800-word piece by Professor Dr of Philology T. Kvanchilashvili in response to a Public Opinion Center question-and-answer feature, "Who Dictates Bazaar Prices?" that appeared on 27 February. He recounts his own shock and outrage when bazaar fruit and vegetable hawkers quoted prices of, for example, 10 rubles for a kilo of cherries and said, "Take it or leave it." He then cites the going prices ("an arm and a leg") on such items as cucumbers, tomatoes, watermelons, greens, beans, and cheese. Aside from the fact that most wage earners can hardly afford such prices, the disturbing thing is that the farmers of Kakheti (East Georgia) have abandoned their traditional, noble practice of vineyard tending to raise cucumbers, tomatoes, and watermelons instead; these take much less labor and time and yield vastly higher earnings (up to 10 times) from the same amount of land. The damage here is both economic and moral.

Kvanchilashvili, though not claiming to be an economist, suggests three main thrusts to rectify the situation. One, bring balance [uravnovesit'] to procurement prices on various produce items purchased by the state for sale to consumers in state shops; this means setting prices that reflect the actual amount of labor and time put in. Grapes, as mentioned, take much more time and toil than, for example, tea and citrus, but are currently purchased at lower prices. Two, regulate and strictly monitor bazaar prices to bring them in line with produce in the state shops; this will encourage farmers to sell their goods to state procurement and thus put an end to speculation. Three, make sure that there is an abundance of produce in the state shops. These are the main lines of effort that must be undertaken now.

CSO: 1813/821

HOUSING AND PERSONAL SERVICES

RELATIONSHIP BETWEEN LABOR ORGANIZATION, QUALITY OF PERSONAL SERVICES DESCRIBED

Moscow SOTSIALISTICHESKIY TRUD in Russian No 4, Apr 83 pp 27-38

[Article by P. Tabalov, chief of the Department of Trade, Housing and Domestic Services for the Public of the USSR State Committee for Labor and Social Problems, and L. Staferova, head of a department of the All-Union Scientific Methods Center for the Organization of Labor and Production Management: "The Scientific Organization of Labor in the Sphere of Services as a Factor of the Increase of the Productivity of National Labor"]

[Text] A day does not pass when each of us turns for some services or others to enterprises of the sphere of service, which is called upon to free people from labor-consuming, and at times difficult household labor and to help them to save free time, which, according to the definition of K. Marx, is "space for the development of the individual." However, today's state of affairs in this sphere and the level of the standards of service are meeting far from completely the demands of the Soviet people. They still have to spend much time due to the poor organization of labor and the work schedules of enterprises of the sphere of services, which are inconvenient for customers. Many are forced to leave their workplaces for an entire day in order to wait, for example, for a television expert and are forced to divert their attention during working time in order to turn over footwear for repair and clothing for dry cleaning or to make a necessary purchase. General Secretary of the CPSU Central Committee Yu. V. Andropov at a meeting with Moscow machine tool builders emphasized the need to establish order everywhere that working minutes are being lost. It has been calculated that the time spent by the population on the acquisition of goods for the country as a whole corresponds to the daily labor of 15 million people. The total losses for the national economy are calculated in the millions of man-days. It is impossible to further tolerate such a situation--society is paying too great a price for the disorders in personal service. Taking this into account, the USSR Council of Ministers recently adopted a special decree on the regulation of the work schedule of enterprises, organizations and institutions which are engaged in serving the population. They have been ordered to organize the matter so that the demands and needs of the Soviet people would be met more completely and better without detriment to their production activity.

Thus, the basic task, which now faces trade and personal service, it to decrease as much as possible (and if possible to eliminate) the losses of working time of those employed in the sphere of physical production for obtaining services. In particular, in trade to execute the decree of the USSR Council of Ministers the

decision has already been made to lengthen the evening hours of urban department stores and to introduce a more convenient schedule at a number of nonfood stores. Similar measures are also being outlined in other sectors of the sphere of service.

In order to reduce to a minimum the time expenditures of the population, it is necessary to organize efficiently, on a scientific basis the labor of the workers of this sphere, without attracting additional people. It is well known that the sectors of the sphere of service owing to the specific nature of their activity are distinguished by large expenditures of living labor. The level of mechanization at many enterprises does not exceed 15-20 percent. That is why along with the need to develop the material and technical base and to locate the enterprises of the sphere of services in an efficient, scientifically sound manner the questions of the improvement of the organization of the labor of workers in this sector and the bringing of services as close as possible to the place of work and residence of people are now acquiring paramount importance.

To what should special attention be directed? Practical experience shows that the work schedule of the workers of service enterprises is not always coordinated with the change of the flow of orders for service. In particular, at the majority of 1.5- and 2-shift stores, as a rule, throughout the day there are the same number of salespeople, checkers and cashiers on the trade floor. As a result during the hours and days of the most intense flows of customers they work with great exertion, while the customers are forced to stand in lines for a long time. Due to this many of them lose patience and leave, without having made a purchase. With the decrease of the flows of customers the workers of the trade floor are engaged little in customer service. The losses of working time of salespeople for this reason, according to our data, range on the average from 15 to 40 percent, while at individual enterprises they are even greater.

Now with the changeover of enterprises of the sphere of service to the new schedules it is especially important to draw up efficient (continuous, multistage, sliding and so forth) work schedules of the personnel, which take into account the hourly, weekly, monthly and seasonal fluctuations of the orders for service, the specialization, the location of the enterprises and so forth. A part-time schedule and the combining of occupations (positions) and functions should be used more extensively, breaks of more than 2 hours with the division of the shift into two parts should be used in practice. All this requires a special, creative approach to the elaboration of measures of the scientific organization of labor with allowance made for the specific nature of the sector and the requirements of today.

The Plans of the Scientific Organization of Labor and Their Fulfillment

By now a specific system of the introduction of the scientific organization of labor has formed in the sphere of consumer services: sectorial centers (laboratories) of the scientific organization of labor have been set up in the republics and the majority of oblasts, divisions have been set up at enterprises, the total number of economists for the scientific organization of labor exceeds 11,000. For every worker, who is studying the questions of the improvement of the organization of labor and the increase of its efficiency, at service enterprises there are 450-500 people (in industry 600-800), which makes it possible to judge the provision of the sectors with such specialists.

Along with other sectors of the nonproduction sphere, starting with the 11th Five-Year Plan, state planning and reporting on the introduction of measures of the scientific organization of labor have been introduced in the system of the USSR Ministry of Trade. Now the USSR State Planning Committee and the USSR State Committee for Labor and Social Problems also approve the assignments on the scientific organization of labor in this sector. This yielded definite results: the estimated indicators of the increase of labor productivity in 1981 were fulfilled and at personal service enterprises came to 0.81 percent, housing and municipal services--0.33 percent. The economic impact from the introduction of the scientific organization of labor came to 54.6 million rubles, the need for manpower due to this factor was reduced by 25,800 (according to the calculations for the plan respectively 84.4 million rubles and 24,700).

The figures, apparently, are reassuring. However, they cannot set one's mind at rest, since they do not reflect completely the potentials of these sectors, to which the reporting data of the republic ministries attest. Thus, whereas in the consumer services of the RSFSR, the Ukrainian SSR and the Belorussian SSR and in the housing and municipal services of the Estonian SSR the formed growth rate of labor productivity due to the introduction of measures of the scientific organization of labor is 1.5- to 2-fold greater than on the average for the sectors, in the personal service of the Kirghiz, Azerbaijan, Uzbek and Tajik SSR's and in the housing and municipal services of the Georgian, Moldavian, Kirghiz and Turkmen SSR's and several other republics it is one-fourth to one-third as great. Here, as during the 10th Five-Year Plan, scientific research and the gained advanced know-how are not being utilized completely enough, there is no comprehensive approach to the planning of the introduction of the scientific organization of labor. In a number of instances the number of measures being planned is increasing, considerable assets are being spent on their implementation, but the quality of the service of the population is not increasing substantially, an appreciable increase of labor productivity and decrease of the need for manpower are not being ensured.

All this, in our opinion, attests both to the existing reserves of the improvement of the work on the scientific organization of labor and the increase of its influence on the efficiency of the sphere of service and to the different approach of the republic ministries to these questions. Many of them are using far from completely the opportunities to increase the quality of the service of the population and labor productivity by means of the improvement of its organization, in them planning discipline is not at the proper level, the demandingness on the backing of additional assignments is inadequate.

It is well known that the basic function of the management of labor at the level of the sector is realized through planning. How are the ministries using this important lever?

For the 11th Five-Year Plan the assignments on the scientific organization of labor for enterprises of housing and municipal services and consumer services, as for the entire national economy, were set in the state plan with respect to a more extensive group of measures. The implementation of standard plans of the organization of labor as a whole at enterprises, the adoption of standard systems of regulated service and others are envisaged by the plan for the first time. However, many republic ministries of the nonproduction sphere not only are not planning these measures, but are also limiting themselves to 4-6 of the 10 previously approved measures.

Thus, the Lithuanian SSR, Kirghiz SSR, Armenian SSR and Estonian SSR Ministries of Consumer Services did not plan to introduce standard plans of the organization of labor at the workplaces in 1981, as during the 10th Five-Year Plan, the Uzbek SSR, Azerbaijan SSR, Kirghiz SSR and Tajik SSR Ministries of Consumer Services did not plan to introduce intersectorial and sectorial norms and standards for the norm setting of the labor of workers; the combining of occupations and positions was not envisaged in the plans of the Uzbek SSR, Lithuanian SSR and Kirghiz SSR Ministries of Housing and Municipal Services. The situation is no better in the ministries of consumer services. For example, the ministries of the Kirghiz, Georgian and Armenian SSR's established an assignment for subordinate enterprises on 5 of the 12 most important measures of the scientific organization of labor, which, of course, affected the efficiency. Some ministries for 1981 did not report to the enterprises the assignments on the introduction of the most important measures of the scientific organization of labor, although they were envisaged by the five-year plan.

At times the principle of the continuity of planning is violated. Thus, in the ministries of housing and municipal services of the Kazakh, Georgian, Lithuanian, Tajik and Kirghiz union republics the assignments for 1981 were reduced by 20-30 percent as compared with the assignments established in the five-year plan. As a result it was also planned for the enterprises to reduce considerably less during the year the need for manpower resources (as a whole for the sector by nearly 40 percent). As the reporting data show, such an adjustment of the plan was unjustified, since the assignment on the release of personnel due to the scientific organization of labor was exceeded by the Tajik SSR Ministry of Housing and Municipal Services by 10-fold, the Lithuanian SSR Ministry of Housing and Municipal Services--by 4-fold and so forth. The fact that some republic ministries of consumer services, having left unchanged or having even increased the amounts of introduction in accordance with the most important measures of the scientific organization labor, reported to the enterprises assignments on the relative decrease of the need for manpower resources, which were understated as compared with the five-year assignments: the Ukrainian SSR--by 25.5 percent, the Uzbek SSR--by 50 percent, the Lithuanian SSR--by a factor of 3, and as a result they were exceeded by 2- to 4-fold, attracts attention. A number of ministries systematically plan understated assignments on the introduction of the most important measures of the state plan. As a result some of them were also exceeded by 3- to 10-fold.

Frequently extremely negligible amounts of introduction in accordance with the most important measures of the scientific organization of labor are envisaged, as a result of which the procedural and standard base becomes obsolete and the efficiency of the work in this area decreases. The average annual amounts of introduction, for example, of intersectorial and sectorial norms and standards in consumer services of the Armenian, Kirghiz and Azerbaijan SSR's does not exceed 1.5-2 percent, while the number of workers, whose labor is paid for on their basis, is one-tenth to one-fifth as great as on the average for the sectors. This means that mainly local norms are being used. It is especially bad that few intersectorial and sectorial norms and standards at new types of jobs are in effect.

Thus, many ministries, while drafting plans, take far from completely into account the reserves of the acceleration of the growth of labor productivity by means of the improvement of its organization.

The USSR State Committee for Labor and Social Problems has repeatedly directed the attention of the republic committees for labor, ministries and centers (laboratories) of the scientific organization of labor to the intolerability of the establishment of understated, lax assignments, which do not mobilize the collectives of enterprises to identify and actively use the reserves of the increase of the efficiency of service, and artificially create a situation of the shortage of manpower resources. However, as they say, things have not budged an inch. In the set of measures on the improvement of the methods of management the importance of the responsibility of the republic organs for labor and of all workers engaged in planning and management for the organization and the checking of the fulfillment of the plans of the scientific organization of labor should be increased sharply.

Surveys showed that in the practice of planning the scientific organization of labor the role of the ministries was small. Thus, the Moldavian SSR Ministry of Consumer Services envisaged an assignment on the combining of occupations and functions for 1981 in the five-year plan of only 120 people. In the annual plan it was reduced to one-fourth, while in the reporting it was one-sixteenth as great. One would like to know, who, at what level changed the assignments of the state plan, what was the role of the ministry and other organs of the management of labor in the republic in this case? As a result of such "planning" the assignment of the ministry on the combining of occupations and functions was exceeded by 20-fold, on the introduction of standard plans of the organization of labor at the workplaces of the mass occupations of workers--by 2.2-fold, intersectorial norms and standards for the norm setting of the labor of workers--by 5.8-fold. However, these figures do not attest at all to the work which was done--the achieved level of the coverage of workers by measures of the scientific organization of labor here is considerably lower than on the average for the sector, the release of a number of workers, which is envisaged in the calculations, is regularly not ensured, since the introduction of the scientific organization of labor is being planned formally, it has not become a means of the management of labor and is not oriented toward the end results of the activity of enterprises.

Obviously, additional measures are needed in order to eliminate the serious shortcomings in the planning of the introduction of the scientific organization of labor and to tighten up the monitoring of the progress of the fulfillment of the established assignments.

Let us now examine in a little greater detail how the plans on individual directions of the scientific organization of labor are being fulfilled.

The Combining of Occupations and the Development of the Brigade Form of the Organization of Labor

The surveys conducted by the All-Union Scientific Methods Center for the Organization of Labor and Production Management showed that employment in the basic occupation in a number of instances does not exceed 25-40 percent of the net time. Non-productive expenditures of working time, which are connected with the nonuniformity of the flow of orders for service, make up a large proportion, and such fluctuations are considerable not only during the work shift, but also by days of the week and during the year. Therefore great opportunities exist here to decrease the number of personnel, by having filled up the workday by the combining of occupations (positions) and functions.

How are these opportunities being realized in the sector? A good practice has been formed in the personal service of the Estonian SSR, where 13.6 percent of the workers combine occupations, the Kazakh SSR--10.6 percent, the Ukrainian SSR and Belorussian SSR--6 percent with an average for the sector of 3.2 percent. Under the conditions of the increased demands on the standards of consumer service and the limiting of the number of personnel many ministries have begun to use this important reserve more actively. Thus, whereas today in the Ukraine 1 trade worker in 10 combines occupations (positions) and functions, by the end of the five-year plan it will be 1 in 3. For the implementation of the outlined measures a special order was issued here, the assignments have been reported to every enterprise, the progress of their fulfillment is being monitored regularly. Of the 124,000 people, whom it is envisaged in the republic to release due to the improvement of the organization, norm setting and payment for labor, the combining of occupations should provide a significant proportion.

It is especially important to use extensively this form of the division and cooperation of labor for the enterprises of housing and municipal services (water and gas supply, hotel services), in which owing to the local nature of the consumption of services the employment in the basic functions for a number of occupations does not exceed half of the available shift working time. As a result labor productivity is decreasing. At the surveyed enterprises of the Lithuanian SSR Ministry of Housing and Municipal Services, for example, more than 80 percent of the maids and 20 percent of the janitors of production premises perform along with their own functions the functions of floor polishers, owing to which the best ratio of the time of being busy in the basic and combined occupation exists here--it comes respectively to 75-80 and 20-25 percent.

The combining of occupations and functions makes it possible to use the working time more completely and is conducive to the increase of the skills of personnel. Its efficiency is also confirmed by the data of statistical reporting: in the total decrease of the need for manpower resources such enterprises account for 45 percent, while the expenditures at them came to only one-fifth. In the case of the minimum expenditures the coverage by the combining of occupations and functions of every 1,000 workers makes it possible to release conditionally from 70 to 150 people.

However, this reserve of the increase of labor productivity is not being used identically in all republics. Whereas at the enterprises of housing and municipal services of the Estonian and Kazakh SSR's 11-14 percent of the workers combine occupations, in the system of the ministries of housing and municipal services of Georgia, Azerbaijan, Latvia and Moldavia 1.5-2 percent do, while on the average for the sector 4.6 percent do. As a whole for state trade 13.2 percent of the workers combine occupations and functions, but for the most part this reserve is being used at retail trade enterprises.

At the majority of enterprises there is no administrating accounting of the combining of occupations (positions) and functions, with the exception of instances when special additional payments are envisaged. The expenditures of time on the performance of the basic and combined jobs are not taken into account, the amount of the additional payments are established without regard for their proportion in the available shift working time. Thus, for 10 maids of the Nevezhis Hotel of the Lithuanian SSR the expenditures of working time on the combining of the functions of a floor polisher range from 8 to 27 percent, but the amount of the additional payments for them is the same--25 percent.

The surveys showed that, in spite of the great socioeconomic importance of the brigade organization of labor, the necessary steps, so that during the current five-year plan this form would become predominant, have not been taken in all the republic services of housing and municipal services and consumer services. As a whole for personal service 35.1 percent of the workers have been united in brigades, while for housing and municipal services only 3.6 percent have. Many shortcomings in this matter were discovered with respect to the ministries of consumer services and housing and municipal services of the Uzbek, Georgian, Tajik, Armenian, Azerbaijan and Kirghiz SSR's, and as a result the total number of workers covered by this form at the beginning of the second year of the five-year plan was one-tenth to one-fifth as great as on the average for the sector. Moreover, the ministries of housing and municipal services of Azerbaijan, Kirghizia, Tajikistan, Armenia and Turkmenia in practice have not yet begun the introduction of collective forms of the organization of and payment for labor. The majority of ministries have established with respect to these measures understated assignments which were exceeded by 4- to 10-fold. It is hardly worthwhile to speak of the fact that such a practice does not prompt the collectives of enterprises to seek and actively use the reserves of the increase of labor productivity by means of the use of the brigade form.

Experience shows that in the case of the creation of brigades of the new type proper attention is not being devoted to organizational and procedural support, the results, as a rule, remain on paper--the percentage of coverage increases, but a real impact is not achieved.

Meanwhile in the sector there is good experience, which merits extensive dissemination, for example, that of the food combine of the Cheboksary Cotton Combine. Here they initially tested the method in the dining room of the third weaving factory, where they prepared in advance all the conditions for the success of the brigade form: they carried out the renovation of the premises in order to enlarge the area of the kitchen and distribution area and installed a Potok line for the making up and distribution of dishes and modulated technological equipment. The specialists of the combine explained to the workers the principles of the material stimulation of labor, helped to draw up intrashift schedules of the combining of occupation, worked out an efficient plan of the supply of the dining room with prepared foods, put in order the system of the preliminary sale of coupons for combined dishes and so on. As a result at this dining room with a comparatively identical technical equipment and amount of work the number of personnel was reduced by 26 percent, but the main thing is that the quality of service increased--about 2,000 people work at the factory and they all dine in their own dining room. The collective interest in the results of labor strengthened discipline and comradely mutual assistance and ensured an increase of skill.

At the same time the studies showed that for the present the brigade form is being poorly disseminated in the nonproduction sectors. To a considerable extent this is explained by the fact that the general procedural recommendations on the preparation for the changeover to it, as well as on the management of the activity of brigades, the planning and recording of their work and the distribution of the wage have been inadequately elaborated. In this connection the Scientific Research Institute of Labor jointly with the All-Union Scientific Methods Center and other organizations prepared intersectorial procedural recommendations and standardized materials on the development and the increase of the efficiency of the brigade organization of and payment for labor in the sectors of the service sphere, which

will be published this year. They will be the basis for the elaboration of similar sectorial methods.

On the Basis of Standard Decisions

As in the sphere of physical production, in the nonproduction sectors measures are now being implemented on the improvement of the organization of labor at the workplaces, in the sections and shops on the basis of standard decisions. This is making it possible to decrease the time of the implementation of measures and the expenditures on them and to identify more quickly the reserves of the increase of the efficiency and quality of service. However, up to now the proportion of the workers, whose labor has been organized in conformity with standard plans, in personal service for the present comes to 27.5 percent of their total number, in housing and municipal services--12.6 percent, while in trade--only about 3 percent. But this is as a whole. For individual ministries the picture is different. As in the past, as during the 10th Five-Year Plan, the situation is better at the consumer service enterprises of the Belorussian SSR, the Kazakh SSR and the Ukrainian SSR, where annually the labor of 3.5-6 percent of the workers is organized on the basis of plans. At the same time in other republics this important reserve of the increase of labor productivity is being underestimated. Five republic ministries of consumer services (the Turkmen, Estonian, Latvian, Tajik and Georgian SSR's) and three ministries of housing and municipal services (the Moldavian, Turkmen and Tajik SSR's) have not been coping with the assignments on the introduction of standard plans of the organization of labor at the workplaces since the beginning of the five-year plan. In the Georgian, Moldavian and Tajik SSR's at the enterprises of this sector the labor of not more than 3-7 percent of the employed people has been organized according to standard plans. Some ministries have permitted a decrease of the estimated indicators of economic efficiency as compared with the indicators envisaged by the five-year plan, although in fact they were considerably exceeded, or they were not reported at all to the enterprises (the Azerbaijan, Lithuanian and Armenian SSR's). The organization of labor at the workplaces of the workers in conformity with the standard plans is being revised especially slowly in housing and municipal services, although here good experience of the introduction of the scientific organization of labor on the basis of charts of the organization of labor, which it is also possible to use when implementing the plans, has been gained at a number of leading enterprises.

It is important to organize according to standard plans first of all the labor of the workers who are engaged directly in the service of the population, since the comprehensive introduction of the scientific organization of labor makes it possible to increase its efficiency significantly and to shorten the time for service. In other words, the socioeconomic impact, which the sphere of services should provide, is being achieved. Thus, at Self-Service Store No 33 of the Kalininckiy Klyon Food Trade Organization of Leningrad the labor of checkers was organized on the basis of standard plans. As a result it became possible to change them over to the piece-rate wage and to increase the capacity of a single workplace from 59 to 66 customers an hour, the productivity increased by 9.3 percent, the wage--by 5.2 percent, customers saved a considerable amount of their free time.

As a whole at the enterprises of the USSR Ministry of Trade standard methods have been introduced since the beginning of the 11th Five-Year Plan, and already today the labor of more than a third of the checkers and one-fifth of the cashiers has

been organized on their basis. At the same time the efficiency could be considerably greater, if the monitoring of how the requirements of the scientific organization of labor at the workplaces, which are stipulated by these plans, are being fulfilled, were carried out. It is well known, for example, how the use of the "blind" method of work at cash registers, especially a food stores, decreases the expenditures of time of customers and increases the capacities of the checkout counters, which account for more than 40 percent of the labor expenditures on their service. Today more than half of the checkers have been trained in this advanced method of service, but are using it extremely infrequently. As a survey showed, a larger portion (52.4 percent) are afraid of making a mistake, since they have not confidently mastered this advanced method. And here it is a matter not so much of serious shortcomings in training as of the lack of the proper monitoring of the introduction of the scientific organization of labor.

The situation with the use of standard plans of the organization of labor is even worse in the sections and shops. Although this work was begun back during the 10th Five-Year Plan, today the coverage of workers by them is very negligible--not more than 1-2 percent. At the same time positive experience has already been gained in the sectors. Thus, at the personal service enterprises of the Latvian SSR and Belorussian SSR nearly one-sixth of the workers are employed in such sections.

What is checking the implementation of standard decisions in the republics? As a rule, the lack of supply of office equipment and the corresponding documents. At the same time many ministries are solving these problems locally. Given the same difficulties in the RSFSR, the Belorussian and Latvian SSR's they were able to prepare standard plans for more than half of the workers, while in the majority of the other republics they have not begun this work. It turns out that it is a matter not so much of objective reasons as of the attitude of the executives of ministries and enterprises. For without having one's own standard plans, it is possible to borrow them wherever they have been drawn up. In order to provide the republic ministries with the necessary information, the Catalogue of Standard Plans of the Organization of Labor at the Workplaces of Mass Occupations of Workers, in the Sections, in the Shops and at the Enterprises of the Nonproduction Sectors was prepared by the All-Union Scientific Methods Center for the Organization of Labor and Production Management of the USSR State Committee for Labor and Social Problems and will be published in 1983. This will enable the ministries to take into account in good time the available standard decisions during planning, to eliminate the parallelism and duplication when drawing them up and to decrease considerably the time and the expenditures on the development of new plans. However, the responsibility for their implementation remains with the ministries.

The Norm Setting of Labor

It is necessary, unfortunately, to admit that the level of norm setting of labor in the sectors serving the population is considerably lower than in physical production. To a certain extent this is due to the large proportion of manual labor, which objectively reflects the peculiarities of the sphere of service, as well as to a factor of a subjective order--the widespread opinion that the labor of the workers of the nonproduction sphere does not lend itself to norm setting. At the same time during the past decade in many sectors, including trade, housing and municipal services and consumer services, the level of the provision of workers with standards of labor expenditures came to 80-85 percent, but for the present

they are being poorly utilized. During the first years of the 11th Five-Year Plan the Armenian SSR, Turkmen SSR, Estonian SSR and Moldavian SSR Ministries of Housing and Municipal Services did not fulfill the set assignments on the use of intersectorial and sectorial norms and standards. The total number of workers, for whose labor norms are being set on their basis, does not exceed here 1.5-5 percent, while at the enterprises of housing and municipal services of the Uzbek, Kirghiz and Tajik SSR's, as well as the Armenian SSR Ministry of Consumer Services this work in practice has not yet been started, that is, mainly local norms are being used.

By the end of the 11th Five-Year Plan it is envisaged to increase the level of the norm setting of the labor of workers in the nonproduction sectors to 91-93 percent, which should require of the ministries, first of all those in which this indicator is especially low, the planning of stepped-up assignments. How did some of them treat this? Whereas as a whole for the consumer services sector the average annual rate of the introduction of intersectorial and sectorial norms and standards for labor comes to 9.3 percent, in the Kirghiz, Azerbaijan and Moldavian SSR's it comes to only 1-2 percent, while here the proportion of the workers, for whose labor norms are being set on the basis of advanced standards, is one-tenth to one-fifth as great as the average sectorial proportion.

At the same time there is also the positive experience of using advanced norms of labor expenditures. In particular, norms are being set for the labor of about 90 percent of the workers in the system of the Ukrainian SSR and Estonian SSR Ministries of Housing and Municipal Services and in the consumer services of the RSFSR, the Latvian and Estonian SSR's and 95 percent of the workers in the system of the Kazakh SSR Ministry of Trade on the basis of intersectorial and sectorial standards. For trade as a whole the number of workers, for whose labor norms are being set, has increased considerably, and today it comes to 71 percent.

It is well known that the improvement of norm setting at enterprises in many ways depends on the organization of this work by the ministries. The organizing activity of the Kazakh SSR Ministry of Trade, which not only regularly monitors the introduction of sectorial standards at its enterprises, but also specified its procedure, must especially be noted. The republic laboratory of the scientific organization of labor is providing procedural assistance. As a result, today in the republic the number of workers, for whom labor norms are being set on the basis of sectorial norms, already comes to 95 percent, which is higher than the level which was planned by the USSR Ministry of Trade for the end of the five-year plan. As experience shows, the main thing in this is the performance of the necessary preliminary work. At the public dining enterprises of the Kazakh SSR, where advanced norms were introduced, labor productivity increased by 5.5-18.9 percent with an increase of the wage by 3-9 percent, the quality of service also improved considerably. At the same time, wherever steps on the improvement of the organization and service of the workplaces and the extensive combining of occupations and functions were not taken, the introduction of new norms did not yield an appreciable economic impact.

Attention should also be directed to the quality of the norms being used. At the enterprises of the Ivanovo Oblast Administration of Consumer Service of the RSFSR Ministry of Consumer Services, for example, according to the reporting data more than 80 percent of the workers are working on the basis of intersectorial norms and standards, moreover, 93.4 percent of the total number of norms in effect are

technically sound. At the same time they are being fulfilled by 130-160 percent with an average level for the administration of 142.3 percent (October 1981). Is it possible to regard such norms as technically sound? The prevailing norms are being revised extremely insufficiently. In the same Ivanovo administration, for example, in a year not more than 3 percent of their total number are revised.

The bulk of the standardized materials on labor in trade are of a recommended nature and were drawn up in a consolidated manner on the basis of experimental statistical data on the expenditures of labor without the proper calculations and substantiations. The criteria and methods of the quantitative evaluation of the prevailing norms have not been specified, a system of their timely revision has not been established. At a number of enterprises the actual size of individual categories of workers is considerably smaller than is envisaged by the standards. The intersectorial norms and standards on labor are being used extremely inadequately, especially where they can and should be used--in materials handling, transportation and similar operations. Practical experience shows that many republic ministries have not yet become genuine centers of the management of the norm setting of labor in the sectors.

It is necessary for the sectorial services for labor of the republic ministries to strive more actively for the broadening of the sphere of effect of advanced labor standards, the increase of the amounts of their introduction and the improvement of the quality of the norms. Only on this basis is it possible to plan optimally the need of the sector for manpower and to ensure a high quality of the service of the population.

A few words on the improvement of the norm setting of the labor of engineering and technical personnel. In the Ukrainian SSR Ministry of Trade, for example, the number of engineering and technical personnel was regulated and an efficient structure of management was introduced, due to which the number of managerial personnel decreased by 4,000, while the expenditures on their pay were reduced by more than 7 million rubles.

However, locally they are approaching this most important measure in different ways. Thus, since the beginning of the five-year plan only eight ministries of consumer services have envisaged assignments on the introduction of intersectorial and sectorial norms and standards for engineering and technical personnel and employees, moreover, two (the Belorussian SSR and the Estonian SSR) did not fulfill them, although the amounts of planning are small: only 0.5 percent of the number of engineering and technical personnel and employees for the Estonian SSR Ministry of Consumer Services and 1.3 percent for the Belorussian SSR Ministry of Consumer Services. This question was successfully settled only in the RSFSR Ministry of Consumer Services, where such standards apply to 36.9 percent of the engineering and technical personnel. In the other ministries this indicator ranges from 0.3 percent in the Uzbek SSR to 6-7 percent in the Moldavian SSR and the Ukrainian SSR. In housing and municipal services such an assignment is envisaged in the plans of seven ministries, of them three (the Ukrainian SSR, the Belorussian SSR and the Moldavian SSR) fulfilled it by 80-90 percent, while the Latvian SSR Ministry of Housing and Municipal Services did not fulfill it at all. The cited figures attest to the shortcomings in the regulation of the number of engineering and technical personnel and to the considerable reserves of the decrease of the expenditures on the pay of the administrative staff.

Working Conditions and Work Schedules

In light of today's demands on the sphere of services it is necessary to recall that the labor of the workers, who are engaged directly in serving the population, is characterized by a great not only physical, but also emotional strain. The lack of control, and at times also rudeness, which are displayed during contacts with the population, are frequently a consequence of the physical and mental fatigue of workers. That is why the creation of a favorable moral and psychological climate at service enterprises for the purpose of preventing stresses and interpersonal conflicts both in the collectives themselves and when serving customers, and the improvement of working and living conditions and the organization of relaxation should be at the center of attention of managers of any level.

Now psychological services and rooms for relaxation (rest which restores strength) are being created at many trade enterprises with constant intensive flows of customers. The experience of the Moscow Pervomayskij Department Store confirms the importance and expedience of this. The psychological service here is devoting special attention to young salespeople, since conflict situations with customers, as practical experience shows, arise more often precisely among this category of workers. Sociopsychological training for salespeople and other types of studies, in which they learn the norms of occupational ethics and the psychology of communication, are being used here.

Relaxation sessions are held three times a week. A tape recorder, a slide projector and a synchronizer are available for this in the equipped room. A program of psychological unwinding, which includes the showing of slides in combination with specific music, is prepared periodically. The nervous tension is reduced and the mood is improved under such conditions in 15-20 minutes, and as a result labor productivity and the standards of service increase. On the eve of the 60th anniversary of Great October the department store was awarded the loftly title "Exemplary Enterprise of the City of Moscow." Such services have been set up and are operating successfully also at the Tallinn House of Trade, the Vinnitsa department store and others. It is useful to study their experience carefully and to disseminate it not only in trade, but also at other enterprises of the service sphere.

The more skillful placement of workers is one of the effective measures which are envisaged by the decree of the USSR Council of Ministers on the regulation of the work schedule of the enterprises, organizations and institutions which are engaged in serving the population. It is necessary to do this first of all in order to meet more completely the demands and needs of the Soviet people without detriment to production activity. But at the same time the working conditions in the service sphere will be improved considerably. The use, for example, of continuous (multi-stage) schedules in trade during the hours and days of the biggest flow of customers makes it possible to plan the appearance of workers so as not only to get rid of the lines to the greatest extent, but also to decrease the physical and emotional load of the salespeople and checkers. And as a result the standards of service will increase.

That is why for the implementation of this decree it is now necessary first of all to improve the organization of labor. The daily routine of enterprises and the work schedules of personnel should be strictly coordinated with the needs of the population. In many consumer service sectors the regulation of the schedules is already

being carried out. The Ukrainian SSR Ministry of Trade, for example, jointly with the Kiev Institute of Trade Economics prepared scientifically sound recommendations on the establishment of the optimum schedules for stores of citywide importance, which serve a special contingent of customers, specialized stores, department stores and so forth. On their basis the hours of 7,000 food stores have already been revised, sliding schedules of the arrival of personnel have been introduced at 3,400, the lunch breaks have been revised with allowance made for the creation of the greatest conveniences for neighboring enterprises, the front of service during peak hours, as well as on Saturdays and Sundays has been enlarged. All this made it possible to shorten considerably the time of workers for the purchase of goods. The customers approved of these changes. As a whole for the USSR Ministry of Trade a sliding schedule has been introduced for more than 20 percent of the total number of personnel who are engaged in direct service, that is, not everyone arrives at work at the same time, but in groups or individually at different hours during the workday. The task of the sector today is not only to increase sharply the use of continuous schedules, but also to draw them up better, having in mind that during the periods of an intense flow of customers (early in the morning and in the evening) the largest number of workers would take part in serving them. Every employed person in the sphere of physical production should be certain that during these hours at any store they will treat him attentively and will fulfill his wish skillfully, with the least expenditures of time.

A more convenient time of work for the population is also being established at many personal service enterprises. In the Administration of Personal Service of the Orel Oblast Soviet Executive Committee, for example, of the 965 receiving centers today a 1.5- and 2-shift schedule has already been introduced for 556, at 409 the workday is divided into two parts. The work schedule of all the personal service enterprises, which are located in the industrial zone, has been coordinated with the daily routine of the industrial enterprises. In the oblast center and the cities of oblast subordination the receiving centers are open daily from 0800 to 2000 without a break for lunch, in rural areas--6 times a week with a break of more than 2 hours. Today 93 percent of the receiving centers, including for the repair of radio and television equipment and complex household equipment, operate 7 days a week, in order to eliminate the losses of working time, which are connected with waiting for the arrival of an expert. Here the practice of serving the population at home on days off is being persistently introduced.

Advanced forms of service: subscription service, "on trust"; the exchange of items of complex household equipment for previously repaired items, the temporary replacement (rental) of television and radio equipment, refrigerators, are also being used extensively at the enterprises of the Ukrainian SSR Ministry of Consumer Services; more than 30 percent of the radio and television equipment and 20 percent of the complex household equipment is being repaired according to the principle "Today for Today" and others.

Guided by the decree of the USSR Council of Ministers on the questions connected with the regulation of the work schedule of enterprises of the service sphere, all the republic ministries have to increase the economic soundness of the assignments on the scientific organization of labor and have to coordinate the amounts of the introduction of measures on the improvement of the organization of labor with the tasks of this decree. This means that the work on the scientific organization of labor must be oriented as much as possible toward the creation of the conditions

which make it possible to increase the responsibility of each employed person in the service sphere for the assigned matter and to tighten up labor discipline. As a result our national economy will be able to develop more rapidly and the productivity of national labor will increase.

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HOUSING AND PERSONAL SERVICES

HOUSING REMAINS ISSUE: 'THE MORE WE BUILD, THE MORE WE NEED TO BUILD'

Moscow IZVESTIYA in Russian 14 May 83 p 2

[Article by L. Ochakovskaya: "On the Housing Question . . ."]

Text This subject bothers everyone. Both those who have received an apartment and those who are still waiting their turn. And even those who live in good conditions. For everyone has friends, relatives and coworkers. Yes, normal dwelling space means peace, a sense of one's own home, one's place at home, and this means, one's place among people. One of our readers from Gorkiy, L. Ivanova, wrote about this: "When we moved from a room where we had lived for a long time, where our daughters had grown up since birth, I was impressed by the quiet--for some reason the children could not be heard right away. I eventually understood that it was all a matter of square meters, of space, where my noisy family had dispersed, where everyone had found his own corner, a 'nook' for himself."

An immense quantity of housing is being constructed in the cities and villages of our country. Now one can speak not even of square meters, but of thousands of square kilometers of dwelling space. The paradox consists in that this is not enough; the more we build, the more we need: along with the scale of construction, people's demands are growing. The family no longer will or can live in one room, with neighbors and without conveniences. This, incidentally, is an indicator of the growth not only of our demands, but also of our capabilities: people finally receive apartments--that is why they are being constructed in such large quantities.

But the waiting lists for receiving apartments are still long and it is necessary to wait a long time. But the main thing is that many still have to obtain their rights to receive apartments. They have to be persistent for a long time, sometimes turning to complaints. Letters come to IZVESTIYA like the one from K. Bushmareva from Kalinin. "My husband, A. I. Bushmarev," she writes, "has worked for 25 years in a hot railroad car construction plant and participated in the war. Our son has been working at the same plant for 10 years. The five of us have been living in an 18-meter room. Then there were six of us. Being on the list we were given two rooms in a communal 3-room apartment and we were assured that we would remain on the list and when a third room was free it would be given to us. We lived peacefully. And suddenly the room was vacated, but the plant put someone else on the list in it, and we were again 'temporary'--both in the apartment and on the list."

The editorial staff sent this letter to the ispolkom of the Lenin city soviet of people's deputies, and within less than a month the deputy chairman of the ispolkom of the city soviet, O. Yel'chaninov stated that "by a decision of the administration and the plant committee of the car construction plant the Bushmarev family, consisting of 6 people, was granted a 4-room apartment."

The answer, naturally, gratified the editorial staff, but it is a great pity that the same ispolkom, when establishing the list for receiving apartments for people at the enterprises did not check the correctness of granting housing to those who, as it is now said, are settled in communal apartments. For if one knows that the family of someone on the list lives there it might be possible to give the people a third room and eliminate the hotbed of conflict.

Frequently it is not those who need to improve their living conditions themselves, but their acquaintances who write the editorial staff. We received such a letter from B. Gil'denberg of Omsk. He was speaking about N. O. Keller, a middle-aged woman who was now living alone, although she had also raised seven children, and for this had been awarded the order of "maternal glory" of the third degree. The children had left and the mother remained alone. She lives in the village of Petrovka in Omskiy Rayon, on the Luzinskiy sovkhoz, but she cannot maintain her own home and cultivate the garden plot that goes with it, she does not have the energy. "And she," B. Gil'denberg writes us, "gave the sovkhoz both her home and her garden plot, asking for a small apartment in exchange. But the sovkhoz put her in apartment of the dormitory type, where the neighbors are changing endlessly: they leave and others come in. Is this any way for an old and worthy person to live?" The chairman of the ispolkom of the Omskiy Rayon soviet of people's deputies, Yu. Vinokurov, answered this question: "N. O. Keller was granted by the management of the Luzinskiy sovkhoz an individual one-room well-arranged apartment." Well we are extremely happy for this aging person, this mother of many children, who has received an opportunity to rest and live as is proper.

But here is another letter. It is about a nurse. But before quoting it we wish to remind people that there is a shortage of workers in this humanitarian specialty because the work of a nurse is difficult, responsible and does not pay very generously. This is well known. Another thing is known--there are not enough nurses in the hospitals. And it is difficult to treat patients without nurses.

Now we shall quote the letter. Its author is a former senior nurse of the oncological division of a large hospital of the Baltic Railroad (Riga) by the name of Urtayeva. She is a veteran of war and labor and is now on a pension. And she writes not about herself, but about a nurse of the oncological division, Regina Donatovna Arens, who has worked in the hospital since 1964: "Her living conditions were bad and therefore with the help of the local committee in 1973 her family of three people was moved to a small room in a family dormitory without being removed from the list. This is the tenth year that this 'temporary' measure has been going on, the child has grown up, and now three adults live in one room. We have special working conditions, but unfortunately there are no material incentives, and there are not enough people so that each nurse must do the work of two. And one cannot blame those who leave in order

to go to a new hospital where they have increments to the salaries or to another one where they promise you an apartment. But there are people who become accustomed to one place and do not look for one that is better, putting up with the difficulties in their own position. Regina Donatovna Arens is one of these. And she has been the first on the list for more than one year. And not because the local committee is not objective. No, our hospital is a secondary division and they allott apartments to us very very rarely. If they thought about this a little more there would be less labor turnover and yet each year it is more difficult to hire a nurse not to mention a regular hospital attendant."

There are quite a few letters like this about steadfast people who do not leave production although it is necessary to wait for a long time for apartments or to withstand other difficulties. About people who are devoted to the cause, faithful to their duty or profession. If you wish--people with one love. And one wonders why when distributing housing we do not value precisely those qualities in people, why they do not take into account on that Baltic railroad the cost of the labor of a nurse in an oncological division, so much bravery, so much goodness, so much courage must be given; the patients are inspired by her who herself each day comes to work from a crowded room in a family dormitory.

This must be understood. For what do we, people, value more than anything? Understanding. Of our needs, of our indignation even. Incidentally, in places where there is understanding there is no indignation. Then there is mutual understanding, the desire to work, to desire to live and be happy.

A small example. In Vladimir Oblast is the Il'inskiy sovkhoz. A couple of years ago it was very bad, and people left it for wherever they could. They removed the director and appointed a new one--Aleksandr Gavrilovich Fedorov. And he began to construct buildings for the people. And the people poured in to Il'ino in Sudogodskiy Rayon. First those who had left returned, and then specialists began to arrive from other krays and oblasts. They receive apartments in modern, urban types of buildings and work in cowbarns, calfbarns, in field and garden brigades and so forth and so on. And the sovkhoz, naturally, has become one of the leading ones in the last three years, and people are beginning to respect themselves and to live and work as people are supposed to. Peacefully and confidently.

Of course they tell us that it is easier to do this on one sovkhoz than in one, even a large city, where there are many strong enterprises and many construction workers, but also many people who need apartments. True. But it is also true that it is necessary to be concerned about people in reality, and not just in words, both in a large city and on a small sovkhoz. Because people are people wherever you go.

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CONSUMPTION TRENDS AND POLICIES

INTER-BRANCH PRODUCTION INCREASES INDUSTRIAL EFFICIENCY

Moscow EKONOMICHESKIYE NAUKI in Russian No 1, Jan 83 pp 31-38

[Article by M. Zharskiy, professor, doctor of economic sciences (Odessa): "The Role of Inter-Branch Productions in Increasing Production Efficiency"]

[Text] An increase in the efficiency of social production and its intensification on the basis of scientific and technological progress is the basic line of USSR economic development. A decisive role in ensuring constant scientific and technological progress is played by the introduction of new equipment and advanced technology into production processes, and the latter's overall mechanization and automation which provides a high level of equipment supplies for labor and the achievement on this basis of its highest productivity. The increasing introduction of new equipment and progressive technology is inseparably connected with a deepening production specialization. V. I. Lenin wrote: "In order for there to be an increase in the productivity of human labor which is directed, for example, toward the production of some small part of the entire product it is necessary for the production of this small part to be specialized, to become a special production which is connected with the mass product and, therefore, permits (and gives rise to) the use of machinery, and so forth."

One of the important directions of specialization in industry and, above all, in machine building is the separation of inter-branch productions. Their development determines to a substantial extent the technical and organizational level of the production of machinery and equipment, and an acceleration of the creation and introduction of new equipment and advanced technology. These productions are specialized in the mass production of products with inter-branch functions (mechanization and automation equipment, the production of packing materials) which find a wide use in a large number of branches of the economy and are characterized by the common nature of their production technology.

In our country the organizational basis for the formation and development of inter-branch productions as a special branch was laid in 1966; in that year they began to be separated as an individual line in the economic plan. During the time that this branch existed as an independent one a large amount of diverse work has been done. Large plants for the centralized production of castings and standardized parts and units have been put into operation. There has been a substantial increase in the production of tools and industrial rigging, hoisting and transportation equipment, and other types of machinery necessary for the mechanization of labor.

Practice has confirmed that the organization of inter-branch productions leads to an important decrease in the cost of cutting and measuring tools, parts of general machine building use, and so forth. In its turn, the increase in the production of tools and industrial rigging makes it possible to raise the technical level of production and, thanks to this, to decrease the labor intensiveness of the production of products. An important aspect of the effect which is achieved from the use of the output of inter-branch productions is the possibility of freeing a number of workers who are employed in auxiliary operations for work in basic production. This very important circumstance given the present situation with labor resources makes it possible to increase the shift coefficient of equipment and, on this basis, to increase the production of output. As the scientific and technological revolution unfolds the interconnection between the creation and introduction of new equipment and advanced technology and the development of inter-branch productions inevitably becomes stronger.

This is all the more reason why attention should be given to the fact that the development of inter-branch productions is still lagging behind the growth rates of the machine building and metal-working industries and of a number of other branches of industry. As in the past, many machine building enterprises themselves produce component products, castings, tools, almost all of their industrial rigging, mechanization and automation equipment, and so forth for themselves and have the necessary complex of auxiliary and metallurgical shops for this.

According to the data of a survey conducted by the USSR Central Statistical Administration, out of every 100 enterprises the following numbers produce the following for their own needs: iron castings--71, steel castings--27, forgings--84, and stampings--76. And the centralized production of castings comes to around 4.5 percent of their total production, and that of forgings and stampings--3 percent. More than 800,000 workers are employed in the production of tools at industrial enterprises, while 80,000 are so employed at the specialized plants of the Ministry of Machine Tool Making Industry. More than 90 percent of the specialized tools and industrial rigging is produced by enterprises as self-supplies. The situation is no better with the production of hoisting and transportation equipment. In 1970 it was being produced (in addition to their work in their basic profile) by around 300 enterprises of 35 different ministries, and in 1980 their number even increased: to 400 enterprises belonging to somewhat more than 40 ministries and departments. In addition, the economy's needs for mechanization and automation equipment, tools and industrial rigging, and other inter-branch products are being far from fully met. Thus, in 1980 the need for warehouse equipment was satisfied by 42 percent, and the need for such machines as automatic and electro-loaders and crane-stackers--by 30-35 percent. As a result, a large number of industrial workers who are employed in loading, unloading, transporting, and warehousing raw materials, materials, and finished output and in control and assembly perform their work manually. Approximately 13 million people (not counting kolkhoz workers) are employed in the country in hoisting and transportation, loading and unloading, and warehouse operations, and the expenditures connected with this come to 20 million rubles annually.

The above-cited facts (and it would not be difficult to enumerate more of them) show sufficiently persuasively that the problem of the further development of inter-branch productions in the USSR is among the most important ones for increasing mechanization and automation and, this means, for increasing the efficiency of social production. In addition to this it has to be kept in mind that production mechanization and automation contains enormous reserves for reducing the share of manual labor, that is, for solving a major social problem which has been posed by the party. In the "Basic Directions of the Economic and Social Development of the USSR For the Years 1981-1985 and For the Period Until 1990" which was adopted by the 26th CPSU Congress it is stated: "To increase the equipment-labor ratio; to do everything possible to introduce the overall mechanization and automation of production processes, and to steadily decrease in all branches the number of workers employed in manual labor, especially at auxiliary and subsidiary operations."² In the USSR Constitution (Article 21) it is established: "The state shows concern for improving the conditions and protection of labor, and its scientific organization, for decreasing, and, in the future, completely displacing heavy physical labor on the basis of the overall mechanization of production processes at all of the branches of the economy." An important place is assigned to this problem in the 12 July 1979 Decree of the CPSU Central Committee and USSR Council of Ministers, "On Improving Planning and Strengthening the Influence of the Economic Mechanism on Improving Production Efficiency and the Quality of Work." Since 1980 a ceiling on the number of workers and employees, and also assignments for decreasing the proportion of manual labor in total labor have been approved for ministries, associations, and enterprises in the 5-year economic and social development plans. The system of measures provided for by the decree opens up very important prospects for improving the planning of a decrease in manual labor and the efficient use of labor resources.

The development for the 11th Five-Year Plan of overall programs covering all of the spheres of the economy and, particularly, programs for the creation of a complex of equipment for hoisting and transportation, loading and unloading, and warehouse operations has served as one of the important directions in solving the problem of the mechanization and automation of all production processes. Serious attention is also merited by the measures which are being undertaken in this field by the collectives of various associations and enterprises. If we are to speak about the most important of them, note has to be taken, in particular, of the creation of a complex of mechanization equipment at the Volga Motor Vehicle Plant, and in the "AvtoGAZ," "AvtoZIL," and "AvtoMoskvich" Production Associations. There are substantial achievements in decreasing manual labor in many regions--in Moscow, Moscow and Leningrad Oblasts, the Latvian SSR, and so forth.

However, it has to be emphasized that while mechanization and automation are being introduced quite extensively in basic production, sufficient attention is not yet being devoted to an improvement of auxiliary processes. Around 80 percent of all of the resources which are assigned for the mechanization of manual labor are used by enterprises in basic production, and only 20 percent in auxiliary production. A consequence of this is a substantial lagging in

the equipment supplies for auxiliary processes. In USSR industry the proportion of workers engaged in mechanized labor at basic operations comprises around 65 percent, and at auxiliary operations only approximately 30 percent. The equipment and organization levels of auxiliary operations which are much lower than in basic production are exercising an important retarding influence on increasing labor productivity in industry as a whole. This situation is directly connected with the lower growth rates of inter-branch productions. Thus, during the years 1970-1980 the growth rates of total industrial output in the country increase by 178 percent, of machine building and metal-working--256, the motor vehicle industry--267, and hoisting and transportation machine building--by 175 percent.

It is clear that with this relatively slowed down rate of development of hoisting and transportation machine building, especially given the accumulated lagging of this branch, the amount of the non-specialized production of hoisting and transportation equipment continues to increase. Moreover, frequently various ministries and departments are compelled to organize at their plants which are completely not designed for the accomplishment of such tasks not only the production of this equipment, but also its design. As a result, scientific research and designing work in this field is being engaged in by more than 100 organizations of diverse ministries and departments, and, in the final analysis, far from the best models are being created.

This situation can be overcome only by concentrating inter-branch productions at specialized enterprises which are based on specialized planning and designing institutions. In addition, at the present stage it is essential to achieve significantly outstripping growth rates for inter-branch productions. When we speak about the necessity for such rates, we should not limit ourselves only to quantitative characteristics; in and of themselves, they are unable to testify to genuinely high results. No less important is the quality of the machinery and equipment being produced, and their correspondence to the needs of scientific and technological progress. In this connection, certain comparisons of the data on our industry with the data of the industries of other economically developed countries are of interest. According to the data of the All-Union Scientific Research Institute of Hoisting and Transportation Machine Building (VNIIPTMash), in the latter automatic and electric-loaders, electric-carts, and so forth occupy the largest proportion in the production of hoisting and transportation mechanisms. And the structure of the production of hoisting and transportation equipment in the USSR is less efficient; in addition, during the period from 1970 through 1978 it almost did not change. Thus, in 1970, according to the data of the VNIIPTMash, the proportion of automatic and electric-loaders and electro-carts in the structure of the production of hoisting and transportation equipment was equal to 17.9 percent, and in 1978 to 19 percent, while in the United States the figures were 27.4 percent and more than 35 percent, respectively.

The lagging of hoisting and transportation machine building is to a large extent connected with the insufficient level of specialization within this branch. Article specialization is more developed here, but all of the elements of universalism are preserved with it, which makes difficult the introduction of advanced

equipment and technology. The hoisting and transportation machine building plants produce an enormous products list of equipment and machinery, crane equipment, and excavators. At certain enterprises of the branch the proportion of non-profile output comes to more than 50 percent. It is also necessary to point out that four ministries are now responsible for the production of hoisting and transportation equipment. In addition, combined, they produce less than 50 percent of the hoisting and transportation equipment which is produced in the country. The proportion of the total production of this output of the Ministry of Road Machinery Construction comes to 14.2 percent, the Ministry of Heavy Machine Building--around 9 percent, and the Ministry of the Electrical Engineering Industry and the Ministry of the Motor Vehicle Industry--0.4 percent. All of this inevitably creates difficulties in carrying out a single technical policy and improving production specialization. Another reason for the shortage of hoisting and transportation equipment and machinery which was noted by the November (1979) Plenum of the CPSU Central Committee is the substantial failure to fulfill the construction program for new plants and for the expansion of operating ones. The effect from the use of the output of inter-branch productions, particularly hoisting and transportation equipment, depends to a large extent upon how it is used.

However, as is shown by experience, although there is an acute shortage of hoisting and transportation equipment and machinery, there are still large reserves here. Thus, a survey in the motor vehicle industry has established that fork-loaders and motor vehicle rolling stock operates an average of only 60 percent of shift time. In addition, approximately one-half of the freight capacity of these machines is used, and the loading and unloading of electric and automatic cars is done for the most part manually. This situation is the result of shortcomings in the organization of labor, imperfections in the structure of the floor and intra-plant motor vehicle transport pool, and a number of other reasons.

Still another problem connected with overall mechanization and automation concerns the equipment of so-called local mechanization. A special place here is occupied by the question of packing, this important factor in decreasing labor intensiveness not only in transport and loading and warehouse operations, but also in basic production operations. Today every enterprise has its own way of solving the problems of packing supplies. Thus, during the 10th Five-Year Plan around 50,000 units of metal production packing was produced at "AvtoZIL" every year. There is an analogous situation at many other enterprises. Yet, the mass production of unified packing is not difficult either in a technical or in an organizational respect. The solution that suggests itself is to remove the production of industrial packing, shelving, and of intra-plant transportation equipment from non-specialized enterprises and to create a number of production associations for the production of mechanization equipment for the various branches of the economy. Such associations would produce cheap unified mechanization equipment for warehouse and transportation and loading operations, would have the designing bureaus necessary for this, and would perform, in accordance with their profile, installation work at industrial enterprises, transportation, and in agriculture.

The difficulties with packing work are a result of the low level of specialization and packing production, an insufficient production of progressive packing and packaging, unsatisfactory growth rates for the production of packing and packaging, and a lagging in the creation of a progressive structure of designs of the machinery needed here, and also of the transportation and warehousing equipment. According to the data of "Soyuzglavtary," during the 9th Five-Year Plan the production of packing and packaging increased by only 18 percent, including 15.3 percent for wood and cardboard packing and packaging, while during the 10th Five-Year Plan the average annual increase in the production of transportation packing came to only 1.4 percent. The insufficient attention that is being paid to adapting the designs of transportation equipment and machinery for more rapid loading and unloading with the help of mechanization equipment is quite persuasively witnessed by the fact that most of the vans and truck-trailers which are produced do not make allowance for electric loaders to drive into them.

At the present time overall mechanization and automation involving the use of automatic manipulators (industrial robots) is becoming increasingly widespread: they represent a progressive direction in production mechanization and automation which accords with the contemporary level of the development of science and technology. The 26th CPSU Congress set the task of "developing production and ensuring the wide use of automatic manipulators (industrial robots)."³

The problem of the creation and introduction of automatic manipulators is an inter-branch one, and success here depends to a large extent upon the branches which supply component units and products, including systems for information processing and for planning and forecasting operations, and various electronic devices. It is programmed control systems based on micro-computers which determine the technical level of the robots. Only by taking as a basis the latest achievements of such branches as machine-tool making and instrument making, the production of automation equipment and control systems, and the electronic and electrical engineering industry is it possible to ensure a high technical level and quality for the automatic manipulators. Only through the joint efforts of all of the branches of industry, and only in an overall manner can this problem be successfully solved.

The introduction of automatic manipulators makes it possible to improve and lighten production processes, and to free workers from heavy tiring physical labor. The appearance of production also changes. Robots are successfully employed for the mechanization and automation of operations which are performed by machine tool and press operators, by workers employed in galvanizing, casting, and welding production, in painting, and cleaning and washing; in transportation and loading and unloading and control operations, and so forth. Thus, in a stamping production a worker is employed in placing the billet under the stamp, turning on the press, and removing the part from it. Automatic manipulators free him from monotonous and tiring movements. In the near future mechanics, electricians, and regulators will become the chief figure in automated production. Their labor will be reduced to monitoring and regulating the automated

production process. The further development of the use of industrial robots and the creation of robot equipment complexes is the new stage of automation.

The scientific research, designing, and production collectives of our machine building branches, the institutional organizations of the USSR Academy of Sciences, and the scientific collectives of our higher schools have done quite a lot for the creation and introduction of automatic manipulators. Robots are being effectively used in the Moscow Electric Bulb Plant Production Association, at the motor vehicle plants in the cities of Tol'yatti and Brezhnev, at the Kovrov Machinery Plant, and at other enterprises in the country. At the AvtoZIL robots operate on the motor vehicle cab assembly conveyor and in the press shop; at the Moscow Khromotron Plant they transport kinescopes from one operation to another, and so forth.

By 1970 the domestic robot pool consisted of 5,000 units, and capacities for the production of 7,000 robots a year had been created.⁴ The introduction of robots helps to substantially increase labor productivity. The use of automatic manipulators saved an average of one and one-half man-shifts every day.⁵ A new branch is being born for the production of automatic manipulators (industrial robots) and control systems for them. This is being fostered by the 1980 Decree of the CPSU Central Committee, "On Measures to Increase the Production and Extensive Use of Automatic Manipulators in the Branches of the Economy in the Light of the Instructions of the 25th CPSU Congress." In the overall program of scientific research and planning and designing work for the creation and assimilation of automatic manipulators for the years 1981-1990 it is planned to accelerate the creation of specialized plants and shops for the production of automatic manipulators. The State Plan for the Economic and Social Development of the USSR For 1981 gives a separate line to define the assignments of ministries in the production and introduction of manipulators. A program aimed at increasing the production of industrial robots has been developed for the 11th Five-Year Plan. The enterprises of 22 ministries have been enlisted for its fulfillment. Every machine building ministry has been established as the head one for the creation, production, and introduction of individual types of robots and complexes equipped with them, and for supplies of component products and spare parts. According to the calculations of specialists, the fulfillment of this program will make it possible to increase labor productivity by an average of two-three times, and to free around 50,000 workers. The sharply increasing production and the use of robot equipment is making new organizational forms necessary in this branch. In our opinion, one such optimal form might be the creation of cost accounting scientific research firms which include scientific research laboratories and a designing bureau and experimental plant which produces experimental models and small series. Such a firm has to be responsible for all of the stages from creation to introduction. In addition to development and introduction, these institute-firms might also work on the problems of the introduction of new equipment into production (the discovery of demand on an economy-wide scale, an economic substantiation for the new equipment being introduced, and so forth), provide assistance and technical help for introduction, provide extensive information and advertising, and so forth. In order to provide general leadership for such scientific and technical firms on a state-wide scale it would be expedient to unite them within an All-Union Association of Scientific and Technical Firms

functioning under the management of the State Committee for Science and Engineering of the USSR Council of Ministers. The work of these firms could be especially fruitful if they were assigned for scientific leadership, depending upon their profile, to an existing or newly organized subdivision of the USSR Academy of Sciences.

There is a serious difficulty in the fact that the planning of the development of inter-branch productions is presently being conducted in isolation from the planning of the capacities of the consumer branches of this output. If there is a limit of an annual addition of three-five percent to what has already been achieved, by the year 2000 all of the branches of the economy will experience a more acute need for this equipment and machinery than now, and the number of people employed in manual labor will not only decrease, but, on the contrary, will markedly increase. The way out of this situation has to be sought in the introduction of an overall technology which embraces general plant, inter-shop, transportation, and loading and warehouse operations, the production processes for producing and controlling billets, and machinery parts and units, and assembly operations.

I believe that a powerful branch for the production of hoisting and transportation equipment and mechanization equipment is necessary. In this connection, the organization of an inter-branch production is of great importance. As is known, there are important differences in the machine building enterprises in a number of operations. The other production processes are identical for all of the machine building enterprises (casting, stamping, welding, forging and pressing, thermal treatment, and other operations). With unification of several enterprises a real possibility arises for the organization of a production for stamping, welding, or other operations for an entire association or branch and for other ministries and departments. In this way the preconditions are set up for the creation of inter-branch associations of various profiles. At the same time, in certain production processes (for example, billet) the waste of one enterprise can serve as raw materials for another. This kind of concentration of technologically diverse processes will make it possible to realize the advantages of large production. But important obstacles arise here in the form of departmental barriers, since enterprises are members of various associations, ministries, and departments. All of this speaks of the advisability of studying the question of the creation of a ministry of inter-branch productions which would contain associations that service the various branches of the economy. There is no doubt that the chief reserve for the development of hoisting and transportation machine building is the accelerated development of a corresponding specialized production. It is necessary to raise the level of the specialization of existing plants, restricting the products list of the output produced by them. Above all, it is necessary to eliminate the unsubstantiated diversity of types of products and parts through a rational reduction of their design and size diversity. This is why work should now be performed on the unification and standardization of machinery and equipment parts and units.

In speaking about an improvement of specialization it is essential to take account of one circumstance of considerable importance. With the publication

of the Decree of the CPSU Central Committee and USSR Council of Ministers, "On Improving Planning and Strengthening the Influence of the Economic Mechanism on Improving Production Efficiency and the Quality of Work," an assignment has been established in output production for an increase in net output (normatives), and this is leading to the fact that in a number of cases it is economically disadvantageous for an enterprise to give the production of parts and units to specialized enterprises, especially labor-intensive parts and units. A ceiling on the number of workers and employees, the planning of production volumes in accordance with contracts, and the issuance of schedule orders for this output may serve as a certain counterweight here.

The monies of ministries and departments which are invested by them today in the development of "their own" productions for the production of hoisting and transportation equipment, packing, tools, rigging, and so forth could serve as a source for these capital investments.

A practical solution of the entire problem is impossible without the elaboration of a state plan for the development of the specialization of industry. In this connection, of great importance is the 1981 decision of Gosplan USSR on the development of the special-purpose overall program, "The Creation of a Highly Specialized Industry for the Production of Output of General Machine Building Use." This program was developed by the USSR Ministry of the Machine Tool Industry with the participation of Gossnab USSR and the USSR State Committee for Standards under the leadership of Gosplan USSR. All of the machine building ministries together with the union republic Councils of Ministers are its executors.

The planned socialist economy possesses favorable possibilities for the successful use of all of the reserves for raising the level of production mechanization and automation. On the basis of a long-term plan defining for a number of years in advance the production of machinery and equipment and their pool in the different branches of the economy effective measures can and must be carried out for the rapid assimilation and full use of all production mechanization and automation equipment.

FOOTNOTES

1. V. I. Lenin, "Complete Works," Vol. I, p 95.
2. "Materials of the 26th CPSU Congress," Moscow, 1981, p 141.
3. Ibid., p 144.
4. PLANOVYE KHOZYAYSTVO, No. 2, 1980, p 58.
5. PRAVDA, 19 September 1980.

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CSO: 1827/215

CONSUMPTION TRENDS AND POLICIES

DEMAND FORECASTING, PRODUCTION PLANNING STUDIED

Moscow PLANOVYE KHOZYAYSTVO in Russian No 5, May 83 pp 49-56

[Article by M. Yegorshev, chief of PEU [Economic-Planning Administration], Minlegpishchemash, candidate of economic sciences, and I. Rabinovich, doctor of economic sciences, professor: "Demand Forecasting and Production Planning"]

[Text] The determining factor in developing long-range plans for the development of production is the forecasting of social needs. Their complete and reliable reflection in planning computations is a very important requirement that guarantees the substantiation of the plans, the proportionality and balanced state in the development of the national economy and its branches.

In conformity with the 12 July 1979 decree of the CPSU Central Committee and the USSR Council of Ministers, entitled "Improving the Planning and Intensifying the Effect of the Economic Mechanism upon Increasing the Effectiveness of Production and the Quality of Work," in the branch of machine-building for light and food industry and household appliances a definite amount of work has been done to create the necessary prerequisites for the conversion to long-range planning of production on the basis of forecasts of the scientific-technical progress and tendencies in the consumption of output.

The ministry's institutes (VNIIltkmash, VNIEKIEmp, VNIITorgmash, and VNIEKIPromdash) are conducting research to improve the system and methods of forecasting the needs of the consumer-branches, as well as the public, for the output being produced by the appropriate VPO [All-Union Production Associations], to analyze the prospects for the development of technology and technological schemes in those branches and abroad, and to compile market-situation surveys. The draft version of a standard Methodology for Forecasting the Needs of the National Economy for Minlegpishchemash Output has been prepared; that methodology has undergone primary approval in a number of the machine-building subbranches. All this is substantially improving the quality of current and long-range planning in the associations and at the ministry's enterprises.

At the same time, the drawing up of scientifically substantiated forecasts of the needs for the output of the branch has not yet become a mandatory element in the long-range planning of its development. The computations of a forecasting nature which are being executed contain a large number of

semantic and methodological errors, and fail to take into consideration the entire variety of factors that exert an influence upon the long-range need for equipment, and primarily the commodities for the public.

The lack of balance between the supply and demand is causing special concern as a result of the existing shortage of certain types of resources. The failure to support the need for individual types of industrial output gives rise to considerable losses of material and monetary means. The disproportions between production and consumption, especially for individual items in the plan, are to a considerable degree the consequence of the insufficient attention devoted by the ministries to the analysis of the tendencies that are developing in the investment sphere, the use of technology, the improvement of technological schemes, and to the change in the economic-organizational conditions and structure of production in the branches of the national economy being supported.

These disproportions are linked with objective production conditions (the insufficient development and in a number of instances the low technical level of the capacities in the individual branches and at enterprises; the rate of provision with material resources, skilled manpower, etc.), and also are caused by a number of factors, particularly: the incomplete consideration of the real volumes of capital investments being allocated to the branches that are consumers of the equipment, including for the realization of specific scientific-technical programs; the comparatively low level of the forecasts of technical progress in the corresponding branches of machine-building production, and especially the progressive change in the technological schemes of production at the consumers' enterprises; the lack of a skilled analysis of the tendencies that characterize the use of equipment at the consumers' enterprises, including the dynamics of the return on investments, the degree of provision to the enterprises of manpower, the level of organization of labor and production, the quality of raw materials, etc.; the unsatisfactory supplying of information to support the need computations being executed, as a result of the lack of any permanent ties or well-organized system of interaction among the scientific-research institutes in the branches that produce the equipment and that use it (the latter have been called upon to provide, for the carrying out of forecast computations, the appropriate technical-economic information).

The lack of the necessary communication and interaction among the ministries, and their functional and scientific-research subdivisions during the period of developing the need forecasts and the planning of production is attested to by the substantial differences in the planning computations of needs which are submitted to USSR Gosplan by the supplier ministries and the consumer ministries. This situation disorganizes the planning of the economic-production activities of both groups. For example, USSR Minlegprom ordered for the 11th Five-Year Plan 20,000 carders for the purpose of expanding and modernizing the existing pool of equipment at enterprises in the textile industry. But inasmuch as the increase in the production of raw cotton, and correspondingly of cotton thread, is planned in comparatively small amounts, but the productivity of the equipment is supposed to be increased substantially, it is sufficient during that period, according to Minlegpishchemash data, to

activate additionally only 9,500 carders, that is, only half as many. That will make it possible to equip the new construction projects completely and to use the necessary quantity of machines for replacing the worn-out and obsolescent equipment, and also to assure the production of batting and nonwoven materials. The fulfillment of the order issued by USSR Minlegprom in the full volume can cost the state additionally 60-80 million rubles of capital investments.

This unsubstantiated production order, obviously, was caused, among other reasons, by the insufficient consideration of the increase in the productivity of the technological equipment, the unsatisfactory organization of its use, and the striving to create unjustifiably large reserves.

Frequently the person who is to blame because the consumer is overstating his need for equipment is not only himself, but also the supplier. This can be demonstrated in the example of the production and consumption of separators. The production orders for the equipment for processing the milk of USSR Minmyasomolprom exceed by an average of 1.5 times the volume of their production that is planned by Minlegpishchemash. The greatest discrepancies pertain to the OSN-5 and OST-3 cream separators, the OME-S milk purifier, etc. The basic reasons for overstating the needs that are influenced by the operation of the consumer enterprises are: the use of separators with low productivity as a result of their application at enterprises with small capacity; the unsatisfactory coefficient of extensive work load at many of them, especially during the period between seasons; shortcomings in operation which are linked with the low level of proficiency of the servicing personnel, delays in lubrication, in preventive maintenance, and repair, etc.

At the same time, the consumer -- in this instance, USSR Minmyasomolprom -- is forced to overstate his production orders for that equipment also for reasons over which he has no control. One of them is the poor quality of the individual parts of the machinery, for example, the drum. The drum in the OST-3 and certain other separators is manufactured from structural steel with tin plating, which plating erodes rather rapidly, and the drum becomes unsuitable for use. Therefore the separator sometimes lasts for only 1.5-2 years, instead of the 6-8 years that it is supposed to last.

At the present time the question of the allocation to the ministry of the necessary quantity of structural stainless steel has been basically resolved. This will make it possible to correct the unfavorable situation with the production and use of separators. However, over a long period of time the low quality of the metal being used led to the need for an unjustified buildup of the volumes of production of those types of articles.

Another, no less important, cause for the artificial demand for separators is the shortage of spare parts. One sees the effect here of a phenomenon that is extremely widespread in our industry, when, as a result of the insufficient production of spare parts, the consumer is forced either to replace ahead of time the existing technology, or to cannibalize the newly arriving machines in order to repair or modernize the existing technology. According to estimates provided by VNIEKIPromash specialists, the shipment to enterprises in the dairy industry of spare parts for separators constitutes approximately

4 percent of their total value, which is approximately one-ninth to one-eighth their required quantity.

The need for technological equipment for the branches that are part of the food complex was satisfied by 62-66 percent during the years of the 10th Five-Year Plan. The improvement of the structure of production, particularly the increase in the share of spare parts in the overall volume, as well as the improvement of the quality of the machinery being produced, constitute one of the most effective ways to eliminate this shortage. But the constant buildup of the volumes of production of that equipment, which the consumers of that equipment are striving to achieve, is not the most efficient method of resolving the problem.

With the apparent methodological unity, the approach of the consumer, manufacturer, and the statewide planning agencies to the forecasting of needs is substantially different. One sees the effect here of the certain inertia in thinking, the departmental approach to the resolution of economic tasks, the insufficient knowledge of the consumer and his specific needs, and the low rate of self-interest in satisfying those needs quickly and completely. The fascination with the "self-development" of the branches, instead of the precise and consistent orientation on demand, contributes to the displacement of the emphasis in determining the long-range economic strategy. This leads to a situation in which the production capacities are created without a strict accounting of their purpose, under conditions when the knowledge about the output for the production of which the new enterprises are being built and many million rubles of capital investment are being used is much less than is needed at the pre-draft stage, prior to the carrying out of the first investment measures.

One of the most substantial shortcomings in the development of forecasts of need and production is the poor differentiation of output in its variety cross-section and the lack of any precise addressing of its consumption. Computations are made, as a rule, in a consolidated group nomenclature, as a consequence of which insufficient consideration is taken of the specific operational properties of each specific article and without consideration of the immediate consumers. Under these conditions the manufacture of the output cannot, at the stage of developing the forecast, organize direct contact with a potential consumer of it. This pertains in the greatest degree to new articles, the forthcoming demand for which is being studied unsatisfactorily.

Something that requires special attention is the increase in the substantiation of the forecasts for needs of commodities for the public, particularly for electrical household appliances.

At one time, serious miscalculations were made in determining the long-range demand, for example, for washing machines. As a result, there was a considerable reduction in the volume of their production. At the present time, it will take, according to data provided by VNIIKS, USSR Mintorg, approximately 4 million washing machines a year to replace the machines that are breaking down. The customers are asking mostly for semiautomatic or automatic washing machines. Their share in the overall production of washing machines is approximately 25 percent, whereas the desired volume of their delivery is 60 percent.

The introduction of new electrical household appliances on the market is occurring with considerable difficulties as a result of the unsatisfactory study and formation of the demand for the promising types of them, and by the poor organization of advertising and postsale services for the public.

USSR Ministry of Trade, its scientific-research organizations, and the wholesale and retail enterprises are engaged in the study of the demand chiefly for series output. In addition, new articles are insufficiently propagandized, and little is being done to expand the sales market for output that is still unknown to the public although it is already being assimilated by industry.

There is a lack of the necessary connection between the interested organizations when bringing complicated household appliances onto the market. The Moscow Searchlight Plant, several years ago, assimilated the production of the Evrika automatic washing machine. The trade organizations, lacking trained personnel to sell or service it, and therefore fearing the possible difficulties, began to refuse that machine, and that forced the plant to reorient itself to selling it abroad. There also arose complications as a result of the sale of the Vyatka-avtomat washing machine. Plugging it into the network requires the rewiring of the circuits, special ten-ampere sockets, the replacement of apartment outlets, meters, etc. At the present time these conditions exist only in certain new buildings where electric stoves are being installed. The use of large-sized washing machines is limited not only by the capacity of the electric-power networks, but also by the sizes of the utility rooms, the existing system for the providing of hot and cold water, the sewerage system, etc.

The satisfying of the public's needs, according to data provided by USSR Mintorg, requires the delivery of no less than 5 million washing machines, which, from the point of view of quality, ease in operation, and degree of automation, would conform to the best foreign models. The production and especially the sale of such a large quantity require the joint efforts of Minlegpishchemash, USSR Gosstroy, USSR Mintorg, and the republic-level ministries of communal economy, everyday services, and other departments which must prepare the appropriate conditions for the successful bringing of the complicated household appliances onto the market.

The satisfying of the public's needs for durable goods presupposes not only the constant increase in their production, but also the carrying out of a series of intercoordinated measures to improve the practice of selling, installing, operating, repairing, and guaranteed servicing of them.

During recent years there has been an increase in the demand for such electrical household appliances as electric blenders, electric meat-grinders, electric coffee-grinders, mixers. Their production during the years of the 10th Five-Year Plan increased by a factor of 1.5-2, but still is lagging behind the growing needs of the public. According to VNIIKS data, the demand for these appliances are being satisfied by 50-70 percent. The computations that have been made by the institute's specialists attest to the fact that the desired volume of shipment of electrical appliances in this group by the end of the 11th

Five-Year Plan will increase by several times. They also emphasize the need for the substantial improvement in the quality, the renovation of the variety, and the increase in the reliability of the electrical household appliances.

The task, consequently, consists in making the proper preparations for satisfying the public's growing demand for these kinds of output, and this will completely correspond to the requirement that was made at the 26th CPSU Congress: "Take all steps to expand the production and variety of electrical household appliances. Increase their reliability, economy of operation, improve their ease of operation, and improve their esthetic design" ("Materialy XXVI s'ezda KPSS" [Materials of the 26th CPSU Congress], Moscow, Politizdat, 1981, p 160).

In the computations of demand which are made by the scientific-research subdivisions of USSR Minlegpishchemash and Mintorg, there are certain differences. However, the crux of the matter is not so much those differences, although both sets of computations are based on information submitted by the trade organizations. Moreover, the question is not even in the size of the demand, although the knowledge of its volume and assumed dynamics is important in and of itself, but rather in the obvious insufficiency of those indicators. A study of demand for household appliances at the present time has been excessively simplified. It is limited to the representation of information concerning the overall sizes and commodity structure of the demand and to certain poorly systematized data concerning the requirements made on the quality of the output to be sold. Moreover, no consideration is taken of the territorial or time peculiarities, or the social, psychological, or other factors.

The quality of the forecasts to a determining degree depends upon the completeness and reliability of the information being used. Under the present-day conditions neither that completeness nor that reliability is assured. The data provided by operational accounting records and statistical reports, and the materials provided by one-time studies, can at best be used for the current regulation of the process of sales, but in no instance for the determination of the prospects for the technical reequipping of the branches and the production of industrial output by them. They do not conform to the requirements of the comprehensive reflection of the dynamics of demand, its quantitative and especially its qualitative parameters, they indicate definite aspects of the past demand, and they do not provide the necessary idea of its possible changes in the future.

The analytical information about demand is concentrated basically in the trade organizations. Industry is deprived of direct access to it and can make a judgment about the public's need for various commodities only on the basis of the production orders issued by the trade organizations. Inasmuch as the production-order documentation has a prolonged turnover period and serves the purposes of current planning, it proves to be poorly suited for predicting the volume and the variety structure of the long-range demand, especially for articles which are being assimilated for the first time. For that reason the need forecasts which are made by the branch institutes of the industrial ministries that produce commodities for the public are based chiefly on the

use of methods of direct accounting and are, in form, of a descriptive and, in essence, extremely tentative, nature. All this attests to the fact that the ministries cannot subcontract the forecasting of the demand for output to be produced by them to organizations of USSR Mintorg. They must take direct, and possibly the determining, part in this work.

The carrying out of the series of measures aimed at improving the planning of production from the positions of the actually ascertained demand presupposes first of all the working out of the appropriate methodology and the improvement of the organizational system of forecasting of the needs of the national economy for industrial output. From the point of view of general theory, the methodological and methodical aspects of the fulfillment of the forecast computations have been worked out rather thoroughly. NIIPIN, of USSR Gosplan, has prepared a draft for a standard methodology, and individual ministries and their subordinated scientific-research institutes have prepared branch methodologies, for the forecasting of the needs of the national economy for industrial output. The working out of a series of methodological materials for forecasting the need for industrial output has been called upon to guarantee the unity of the principles and methods of fulfillment of the forecast computations by the various ministries and departments, and the ability to increase the substantiation of the long-range planning of production in the national economy and its branches. As a result, in our opinion, it is necessary to have precise interaction in the process of the scientific-research organizations and planning agencies of the ministries which are the manufacturers of the output with the appropriate subdivisions of the consumer ministries; the more complete accounting of the basic tendencies of the technical progress and technologically interrelated branches of industry and at individual enterprises; and the improvement of the methods and practice of scientific-technical expertise and the economic evaluation of the computations being executed.

In conformity with the instruction issued by USSR Gosplan, the preparation and coordination of the branch methodologies for determining the long-range need for specific types of output, and particular technological equipment, must be carried out in the process of formation of the basic trends in the economic and social development of the USSR for the next ten years. It is also desirable to develop such methodologies jointly with the scientific-research institutes in the branches that are the producers and consumers of the equipment on the basis of general methodological recommendations that are prepared by NIIPIN, USSR Gosplan, and that are sent by that institute to the institutes which are developing the branch methodologies in October of the second year of the current five-year plan. The coordination of the branch methodologies at NIIPIN has been provided for in November-December of the same year. It is obvious that within such a short period of time the ministries will not be able to take advantage of the General Methodological Recommendations of NIIPIN for the creation or even the adjustment of their own methodologies. The lack of the proper cooperation in this question between the producers and the consumers is substantially hampering the working out of a joint version for the branch methodologies. These circumstances can complicate the prompt preparation of the methodological base for the execution of the need forecasts for the 12th Five-Year Plan.

The departments of USSR Gosplan will have to carry out more active and more purposeful work to coordinate the methodological materials being prepared by the ministries and departments. In our opinion, there exists, in addition, a persistent need for the complete improvement of the organizational foundations of forecasting of the long-range need for industrial output. The lack of coordination in the computations of the need which are being made by the institutes on the part of the branches that are manufacturers and the consumers of machine-building output is, to a considerable degree, influenced by the lack of the necessary coordination when preparing the need forecasts.

There has formed a paradoxical situation, when the demand for output is stated by the consumer to the central planning and supply-and-sales agencies. And they carry out the work load for the production capacities of the suppliers, without penetrating into the particular questions that are linked with their use. And yet, it is precisely those particular questions that give rise sometimes to substantial discrepancies between the declared need and the possibility of satisfying it. As a result of the shortcomings that have been noted in the technological process of planning the production and distribution of machine-building output, the consumer and the supplier prove to be isolated from one another, execute their computations independently, and submit them along their own departmental channels to the higher agencies of economic administration. The discrepancies that are revealed during the coordination of the plans for production among the ministries that are the suppliers and the recipients of the output could be considerably reduced if the coordination were carried out by them at the initial stages of planning, in the process of working out the forecasts jointly by the scientific-research organizations, associations, and enterprises that are the suppliers and consumers. For this purpose, in our view, it is necessary to create the corresponding organizational mechanism which could function successfully in the interbranch mode. There will be a corresponding need to carry out research studies that have the purpose of developing a comprehensive program for improving the existing practice of forecasting the needs that the national economy has for industrial output. This program must foresee: the formation of the organizational principles and the coordination of the methodological aspects of the forecasting of need; the improvement of the mechanism of interaction among the scientific-research institutes and the corresponding functional subdivisions of the ministries that are the manufacturers and consumers of the output; the creation of the necessary structures in the apparatus of the ministries, the VPO's, the production associations, and the scientific-research institutes; the establishment of specific stages, time limits, sequence, and procedure of executing individual operations; etc.

It is necessary, from our point of view, to devote special attention to the coordination of the long-range and current planning of need, the variety cross-section of the plans, the guaranteeing of the balance-sheet conformity of the need for output and the program for producing it with the production capabilities of the branches and the individual enterprises. There also arises the problem of the depth of differentiation of the needs, which should be determined by the hierarchical level of the forecasting. The computations executed for USSR Gosplan, the ministries, and departments, must be consolidated to the sufficient degree. On the level of the industrial associations and the *soyuzglavsnabsets*, the factor that should serve as the measure of detailed enumeration is the planned variety of the output to be produced. For

the level of the enterprises, it would seem to be desirable to forecast the change in the needs for individual qualitative parameters for the articles to be produced, which should be given careful attention by the production associations, enterprises, and trade and supply-and-sales organizations.

The requirements for the quality and variety of the output being planned for production, and for the conditions of its delivery and the technical servicing, represent specifically that totality of parameters which predetermine the system of preferences which is developing, and, consequently, the dynamics and structure of consumption, and, in the final analysis, the volume of the market for individual commodities.

Well-substantiated forecasting of needs makes it possible to change over to the planning of their satisfaction. The satisfying of needs is a broader concept than the production of the output that is needed by the national economy. It is assured not only by the production of the corresponding commodities, but also by their planned distribution, and also by the efficient bringing of them to the consumers. This presupposes the improvement of the system of contacts that are inherent in the circulation sphere: the choice of the channels and methods for moving the commodities; the organizing of storage; the study of demand and of industrial-trade information, and the form of contact with the suppliers and consumers; the system of service; and the increase in the mobility of resources and the optimizing of reserves.

The elements of the comprehensive forecasting of the needs and the capabilities of satisfying them are of essential importance for the purposes both of short-term and long-term forecasting. At the same time the role of certain of them increases in proportion to the remoteness of the forecasting horizon. It is necessary to take this into consideration when computing the indicators of a long-range nature. We have in mind, primarily, the totality of the indicators that characterize the prospects for the increase in production. Such indicators as capital investments, the improvement of technology and technological schemes, and the organization of production, the possibility of improving the quality of output, the rise in labor productivity, the raising of the level of specialization and the formation of cooperatives, the creation of reserves, etc. must be considered with a certain amount of lead time as compared with the indicators of the production capacity and the rate of provision with resources. In general, the entire procedure of forecasting should be precisely planned, with a precise indication of the time and the sequence of conducting each stage and the entire operation as a whole.

The agencies for which this is the functional duty must engage in the immediate execution of the forecasts. However, in most industrial ministries such agencies are nonexistent. As a result, it is necessary to create in each branch (within the limits of the available tables of organization) a special market-situation service, reinforcing for that purpose the appropriate subdivisions of the branch scientific-research institutes and providing for the organization of special structures within the apparatus of the ministries, VPO's, and enterprises. It is necessary to give them the responsibility of preparing thorough-going, strictly argumented market-situation surveys dealing with the most important products-list groups of output to be produced. It is also important to provide for the development, within the confines of the

appropriate OASU's [branch automated control systems], a system of automated collection, accumulation, updating, and use of the information necessary for forecasting the need for output.

A factor that would be of special importance for developing and implementing the decisions dealing with long-range questions of planning the production and consumption is the creation of special interbranch commissions, the functioning of which should be carried out on a bilateral and multilateral basis, with a consideration of the experience of the similar commissions existing under USSR Gosplan and USSR Gossnab, however, at the level of the interacting ministries and all-union industrial associations. It would be desirable to include in their composition representatives of the scientific-research institutes executing the forecasts for the appropriate branches (subbranches), the chief specialists at the VPO's (production associations) which are the manufacturers and consumers of the output and at the level of the ministries, a representative of the branch department of USSR Gosplan.

That commission, consisting of five to seven experts, could hold sessions on moot questions that might arise, as well as reciprocally important problems requiring joint discussion and coordination. It is important for that commission not only to consider the information of a forecast nature that is submitted to it, but also to prepare well-substantiated recommendations for the development and implementation of joint decisions by the leadership of the corresponding ministries and associations. These commissions of experts must become that missing link in the mechanism of the interbranch contacts which will guarantee the necessary coordination of the activities of the suppliers and the consumers in the process of the joint resolution of various problems that invariably arise under the existing conditions of the branch administration of the development of the national economy and the centralized system of its planning.

The considerations which have been stated, obviously, do not encompass the entire totality of the vitally important questions whose resolution determine the balanced state of production and consumption and the elimination of the disproportions which sporadically arise between them. One thing, however, is obvious: what is needed is an intensive search for ways to overcome that departmental exclusivity which is hindering the improvement of the quality of the forecasting of the needs for industrial output and the substantiation of the long-range planning of its production.

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July 13, 1983